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THESIS

THE RELATIONSHIP BETWEEN THE PERCEIVED EXECUTIVE  
MANAGEMENT CAPABILITIES OF SENIOR NAVY MEDICAL  
DEPARTMENT EXECUTIVES AND THEIR REPORTED  
MANAGERIAL REQUIREMENTS

by

John Richard Morrison

June 1993

Thesis Co-Advisor:  
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Alice M. Crawford  
Benjamin J. Roberts

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**The Relationship Between the Perceived Executive  
Management Capabilities of Senior Navy Medical  
Department Executives and Their Reported  
Managerial Requirements**

by

**John Richard Morrison  
Lieutenant, Medical Service Corps, United States Navy  
B.S., Southern Illinois University, 1986**

**Submitted in partial fulfillment  
of the requirements for the degree of**

**MASTER OF SCIENCE IN MANAGEMENT**

**from the**

**NAVAL POSTGRADUATE SCHOOL**

**June 1993**

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## ABSTRACT

The Naval Postgraduate School (NPS) has entered into a partnership with the Bureau of Medicine and Surgery (BUMED) to identify the competencies necessary to effectively function in executive management positions within Navy Medicine and, once the specific competencies are identified, design and conduct a customized, cost effective, executive development program to improve the management competencies of senior Navy Medical Department executives. As part of the needs assessment process used to identify these competencies, a survey instrument was mailed to 720 senior officers within Navy Medicine to identify their current level of skill and their perception of the required level of skill in eight management activity groups. The purpose of this thesis is to provide an initial analysis of the survey responses and identify any gaps, or deltas, between the current level of skill reported by the respondent and the required level of skill for their current position with respect to the respondents corps, rank, and organizational position cohorts. The results indicate that the responses vary by cohort with the gaps between current and required skills directly related to rank, seniority, and previous management experience.

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## I. INTRODUCTION

Health care in the United States, both governmental and private, is undergoing a period of dynamic change. As the complexity of health care delivery continues to grow, health care executives are struggling to control rapidly rising costs and achieve quality standards while meeting the needs and demands of health care consumers. This complex and dynamic environment is also influenced by changing societal views on quality and individual entitlement, and governmental initiatives directed at controlling costs and improving delivery standards. As a result, health care executives must constantly expand and refine their leadership and managerial effectiveness to meet these mandates for change.

Senior Navy Medical Department executives are not exempt from the requirement to improve their skills in meeting this changing environment. While many Navy health care executives have strong backgrounds and educational credentials in health care administration, the internal labor market inherent to military organizations, and the Navy Medical Department, has historically promoted direct care and ancillary care providers (e.g., physicians, nurses, pharmacists, medical technologists) into positions of increased leadership and management responsibilities. The question implied by this process concerns the extent to which the previous education, training,

and experience of these medical department officers prepares them for the rigors of managing a dynamic and complex health care system.

The Department of the Navy Medical Blue Ribbon Panel (BRP) addressed this question when it delivered its 1988 report concerning the issues facing Navy Medicine into the 1990s and concluded that "Peacetime assets and management of the Navy Medical Department have not maintained the capability to treat the [beneficiary] population in Navy facilities. Accordingly, patient workload has [increasingly] shifted from in-house Navy care to the Civilian Health and Medical Plan for the Uniformed Services (CHAMPUS)." (Blue Ribbon Panel:p. ES-3) Citing the decreased in-house capabilities, rapidly increasing health care costs, and line Navy criticism of Navy Medicine's process for developing medical department officers for command and key billets, the BRP subsequently recommended that Navy Medicine ". . . develop leadership/management skills and training requirements for a formal command development process, and [formally] establish career paths for leadership positions [that require] experience." (Blue Ribbon Panel:p. ES-12)

This mandate to establish a formal training program and command development process had been addressed as early as 1982 when the Vice Chief of Naval Operations, as a result of a Navy Inspector General report, directed that medical department officers be given the opportunity to receive leadership training at critical points in their careers.

(Blue Ribbon Panel:p. 29) The immediate result was the adoption of two short courses (two weeks duration) that could be tailored to meet the leadership and management requirements of medical department officers. The first was the Leadership Management Education and Training (LMET) course (now called NAVLEAD) for division officers, department heads, and Commanding Officers, while the second was to be a basic management course for direct health care providers in "first level" management jobs. (Blue Ribbon Panel:p. 29)

While it was anticipated that the LMET (NAVLEAD) program would be a vehicle for the development of executive leadership skills in Navy Medicine, weaknesses were immediately evident. LMET (NAVLEAD) proved to be an excellent vehicle to provide basic (generic) leadership skills but failed to meet the demanding requirements for executives in a complicated and dynamic health care environment. The BRP attributed much of the failure of the program to inadequate definition of the knowledge, skills, and abilities required for each management level within Navy Medicine. (Blue Ribbon Panel:p. 29) Additionally, while emphasis has been placed on the completion of LMET (NAVLEAD) and similar short courses (e.g., Management Development Course [MANDEV] and the Strategic Medical Readiness and Contingency Course [SMRCC]) these compete with continuing education requirements specific to various professional corps (e.g., graduate medical education [GME] for medical officers), operational commitments, and the personnel

requirements of the command in providing medical care to eligible beneficiaries. The impact of such competition is best summed up in the discussion in the U. S. Navy Medical Department Officer Career Guide concerning the process of formally assigning senior dental officers to executive positions, which states: "Qualifications which establish eligibility for administrative positions are obviously numerous and often include prior leadership positions, management training, and your performance record." (Career Guide:p. 84) This statement, and similar statements concerning the Medical, Medical Service, and Nurse Corps, represents the practical problems associated with meeting management and leadership training requirements in an environment already heavy with clinical training requirements essential for the delivery of quality medical and dental care. This is further complicated by the diverse education and training backgrounds of medical department personnel eligible for command and leadership positions. Finally, a basic management short course for direct care health care providers in first level management positions was never adopted.

In addition to the LMET (NAVLEAD) and similar short course training, executive development programs through private institutions have also been used, on a limited basis, to provide the required management training. However, the BRP noted in its report that it was difficult to evaluate the effectiveness of such programs because of their recent

implementation and the failure of the Navy Medical Department to effectively manage such issues as, who should receive the training, what selection criteria should be used, and the specific career milestones such training should occupy. Additionally, the programs have been used inconsistently because of perceived shortages in personnel and training resources. (Blue Ribbon Panel:p. 29)

Faced with the impediments in obtaining effective executive development programs to meet the unique needs of Navy Medical Department executive leadership, the Bureau of Medicine and Surgery (BUMED) has entered into a partnership with the Naval Postgraduate School (NPS), Department of Administrative Sciences, for the purpose of identifying the competencies necessary to effectively function in senior executive management positions within Navy Medicine. When the required competencies have been identified, NPS will then propose, design, and conduct customized, cost-effective executive development programs that will satisfy Congress' demand that senior Navy Medical Department executives are adequately prepared with the competencies necessary to manage complex medical systems.

NPS has developed a two-step needs assessment approach to identify the competencies required to effectively manage complex Navy medical systems.

1. A series of semi-structured interviews were conducted with senior medical department executives at selected facilities on both coasts. Completed in July 1992, the semi-structured interviews provided the basis for identifying key issues or competencies that were seen as important by the interviewed executives. Their input was then used in the development of a survey instrument, which was utilized to assess the relative importance of the managerial issues and skill areas of a larger population of senior executives within Navy Medicine.

2. The survey questionnaires were developed and sent to 720 senior medical department executives to obtain the recipients views or beliefs concerning the competencies and values required to effectively manage Navy medical systems.

This thesis provides an analysis of the survey responses necessary to complete, in part, the first phase needs assessment of perceived skills required for effective and efficient functioning as health care executives within Navy Medicine. In specific, the interview process has indicated that varied competency levels and perceptions of needs exist across individual executives, but that nearly everyone acknowledged they have significant "holes" in their educational or knowledge preparation for future demands. This thesis examines the survey results to ascertain the validity of this assumption and will provide a self-reported

"competency inventory" concerning executive management capability, and by implication, management needs.

In presenting the analysis and subsequent discussion, Chapter I provides an introduction with appropriate background information, a review of literature pertinent to executive development and the needs assessment process, and a discussion of the semi-structured interview process that resulted in the development of the final survey instrument. Chapter II presents the methodology utilized in the survey design and implementation and provides an outline of the survey population. Results and their analysis are presented in Chapter III with conclusions and recommendations in Chapter IV.

#### **A. LITERATURE REVIEW**

While physicians, nurses, dentists, and Medical Service Corps officers demonstrate remarkable skills in the performance of their specialties, it is widely recognized that these skills do not readily translate into the managerial skills necessary for the effective management of complex health care facilities. As a result, while Navy Medicine readily promotes highly intelligent and professionally competent individuals into positions of executive management, an identifiable trend of less than effective management has occurred throughout the various commands. This paradox was eloquently described by Peter Drucker in 1966.

. . . people of high job effectiveness are conspicuous by their absence in executive jobs. High intelligence is common enough among executives. Imagination is far from rare. The level of knowledge tends to be high. But there seems to be little correlation between a person's effectiveness and their intelligence, their imagination and their knowledge. Brilliant people are often strikingly ineffectual; they fail to realize that brilliant insight is not by itself achievement. They never have learned that insights become effectiveness only through hard systematic work." (Drucker, p. 1)

Drucker goes on to state that effective executives are bound together by common practices that make them more effective than their peers. These practices remain the same no matter where the individual works (e.g., government, medicine, education, etc.) and his experience has shown that regardless of the individual's intellectual capacity, without the observation of these generic practices the executive will fail to be effective in management. At issue here are not the specific "practices" that Drucker outlines in his discussion, but the fact that he considers effectiveness to be a habit, or complex set of practices, and that habits or practices can always be learned. (Drucker, p. 23) In other words, people are not generally born effective leaders/executives, they are normally developed.

The universality of management theories and principles was further defined by Badaway (Badaway, pp. 11-12) in his discourse concerning the development of managerial skills in engineers and scientists. Badaway suggests that it is the theories and principles of management that remain universal, or generic, across occupational or organizational boundaries.

However, because management deals with people and represents an interdisciplinary field of endeavor (e.g., economics, behavioral sciences, accounting, statistics, math, engineering [production scheduling, materials handling]) there are few concrete tools or techniques with which to actively practice management. This lack of "hard" techniques reduces management from a strictly scientific endeavor to what can be best described as an "art." As such, while the theories and principles remain universal, their implementation, or practice, becomes highly individualized in response to the cultural background, creativity, values, and judgement of the individual manager. Again, the emphasis is that managers are not born with specific "traits" that enable them to become effective managers, but that they can develop the basic skills and knowledge necessary to become more effective in their own environment. Sheldon (quoted by Betson & Pedroja, p. 354) supported this premise within the health care industry with ". . . there is not much difference between a manager in the health field, whether he be a physician or not, and a manager in industry."

The universality of management within health care is not without its critics, however, their emphasis focuses on the differences between the health care environment and that of other industries, not the managerial skills that are necessary to meet the specific challenges noted. This is best summed up by Austin's five characteristics which make health care

unique: (1) individualized service, (2) professionalism, (3) extreme complexity, (4) the wide range of delivery facilities, and, (5) the financial reimbursement arrangements. (Betson & Pedroja, p. 354) Austin's premise was that while one or more of these characteristics would be found in any industry, health care was the only industry in which all would be found at once and therefore is unique. However, this does little to support the premise that the basic management principles and theories associated with health care differ from those of other industries. It is the environment in which they are applied that is different, not the principles and theories.

In accepting the premise that management is a learned "art," the need to facilitate the acquisition of such knowledge and its conversion into usable skills is evident. This becomes increasingly important as intelligent and competent health care providers are promoted out of the clinical environment and into the management arena. If Navy health care executives are expected to perform optimally in any management role within the complex health care environment, appropriate management education/training must be made available that targets the knowledge, skills, and abilities (KSAs) necessary for success. Without a basic "tool kit" of managerial skills, the health care provider transitioning to management will be placed in a frustrating and difficult position. Tom Peters provides the following insight:

There is no more difficult transition in a career than one from non-boss to boss; the second-toughest is to boss of bosses. These passages should be marked by programs commensurate with their significance. (Peters, p. 329)

### **1. Executive Development**

What is immediately evident in the medical community is the diversity of educational and training backgrounds. Each community (physicians, nurses, dentists, ancillary care providers, or administrators) brings to the workplace its own unique paradigms through which it views both the delivery of health care and the management of such delivery and its support structures. If each community has different backgrounds and paradigms, then it is reasonable to expect that the executive development requirements for each community would also differ to some extent. Additionally, with the differences in paradigms that are manifested between the communities, the development of a community specific, or parochial, focus is a significant problem. This is particularly true as the individual officers are promoted to positions with a broader, or more institutional, focus. Without appropriate executive development programs, this transition becomes significantly more difficult as the newly promoted officer attempts to manage a broader range of institutional management issues with narrowly focused management tools.

Selznick observed that "The executive becomes a statesman as he makes the transition from administrative management to institutional leadership." To accomplish this,

executive must reassess their own tasks and the needs of the organization to ultimately gain a greater concern for the evolution of the organization as a whole. Ultimately the senior executive develops into what can best be described through the metaphors of Mintzberg's "Strategic Apex:" (Mintzberg, p. 25)

- a. A "Perimeter Player" who is concerned with the adaptation and interaction of the organization to the changing environment.
- b. An "Interior Designer" responsible for the coordination and smooth functioning of the internal operations within the organization.
- c. The "Leader of the Band" who is the keeper of organizational values and provides the strategic vision and direction for the organization as a whole.

While these metaphoric roles are helpful in understanding the concept of executive leadership, they do little in the way of defining the specific KSAs required to effectively function as a senior executive. In his replication of four studies conducted between 1948 and 1978, Agho identified ten problem areas considered critical by hospital administrators in their daily tasks. (Agho, pp. 131-135) Agho's results, presented in Table 1, provide a picture of the generic issues associated with health care administration and, by implication, the areas to potentially target in executive development courses.

Sieveking, Nicholas, and Woods provide additional support from their 1992 survey of 324 health care chief

**TABLE I**  
**PROBLEM AREAS ASSOCIATED WITH HOSPITAL ADMINISTRATION**

---

| Problem Areas                       | Ranking |
|-------------------------------------|---------|
| Business and Financial Management   | 1       |
| Working with the Medical Staff      | 2       |
| Personnel Management                | 3       |
| Providing Quality Medical Care      | 4       |
| Physical Plant and Equipment        | 5       |
| Departmental Functioning            | 6       |
| Community Relations                 | 7       |
| Legal Aspects and Litigation        | 8       |
| Governing Board                     | 9       |
| Affiliation with Other Institutions | 10      |

Source: A. O. Agho, "Problem Areas Faced by Hospital Administrators," Hospital and Health Services Administration 37:1 (Spring 1992): 10.

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executive officers (CEOs). In their discussion they address adeptness in interpersonal, strategic, planning, and leadership processes while further defining with financial management, marketing, negotiating, planning and development, data and information systems management, and physician relations as specific technical skill areas. Of special interest was their assertion that the CEO serves as a "translator" of these technical concepts for understanding by employers, community, board, and medical staff. This translator role is in line with their metaphor of the health care administrator as the provider of business strategies who also ensures obligations

to patients are met and the quality of services improved. In essence, they demonstrate a combination of business talents and, in keeping with the basic health care mission, an interest in basic human values.

These health care specific skill areas are also supported and expanded on in Mann and Staudenmier's 1990 survey of the major trends in executive development identified by seventy-seven senior executives of companies listed in the Fortune 200 (U.S.) and Financial Post (Canada). (Mann and Staudenmier, pp. 37-38) In identifying three major trends: (1) building global capabilities; (2) merging learning and work; and, (3) balancing common and individual development needs, they provide a list of "top-rated" executive development topics identified as essential for future competitiveness in a global market. Table 2 outlines the specific topics and provides a summary of the change between the emphasis previously given to each topic and what is anticipated in the near future, measured by the percent of respondents who listed a strong emphasis on the topic in the past against the percent of respondents who anticipate a similar emphasis over the next four-to-five years. While technical issues such as financial management, marketing, and information systems are conspicuous in their absence, Mann and Staudenmier's results provide insight into the increased emphasis being placed on program planning and evaluation, organizational behavior, human resources management, and

communications in rapidly changing and diverse organizational environments.

**TABLE II**  
**TOPICS IN EXECUTIVE EDUCATION AND DEVELOPMENT PROGRAMS**

| Topics   | Past Emphasis In Percent | Future Emphasis In Percent |
|--|--------------------------|----------------------------|
| Leadership                                     | 38                       | 89                         |
| Managing Human Behavior                        | 22                       | 73                         |
| Becoming Customer or Market Oriented           | 27                       | 72                         |
| Implementation of Business Strategies          | 23                       | 70                         |
| Managing Organizational Change                 | 15                       | 64                         |
| Developing and Formulating Business Strategies | 28                       | 62                         |
| Team Building                                  | 22                       | 61                         |
| Total Quality Control                          | 25                       | 58                         |
| Communications Skills                          | 27                       | 57                         |
| Interpersonal Skills                           | 27                       | 55                         |

Source: R. W. Mann and J. M. Staudenmier, "Strategic Shifts in Executive Development," Training and Development, July 1991, 39.

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The executive development requirements for health care organizations can be summarized into two parts:

- (1) Specific technical management issues associated with financial management, legal issues, data and information

system management, and marketing are addressed to provide the broad spectrum of skills necessary to function in complex organizations.

(2) The strongest emphasis is on program planning and evaluation, organizational behavior, human resources management, and communication. This emphasis acknowledges that one individual cannot be the repository for all technical and organizational knowledge within the organization and must rely on "subject matter experts" for much of the specific technical information and issues. However, it is through the use of the "softer" management skills that the effective executive negotiates, cajoles, coordinates, and ultimately molds the organization into a flexible and adaptable system to meet the organizational mission and goals.

## 2. Health Care Provider Specific Issues

In the Navy Medical Department there are two groups of individuals who have the potential for advancement to senior executive levels within Navy Medicine, health care administrators (HCAs) and direct health care providers. While the HCAs of the Medical Service Corps can normally be expected to have backgrounds in business or hospital administration and, by inference, the same executive development requirements of the majority of health care executives, the direct care providers have a much different group of requirements. To minimize the length of this chapter, the discussion of the direct care providers will be limited to physicians and

nurses. In limiting the discussion the intent is not to lessen the issues associated with dentists and ancillary care providers but to provide examples from the two largest direct provider groups that illustrate the issues associated with executive development programs for direct care providers.

a. Physicians

According to the American Medical Association master file, only three-to-four percent of the member physicians report their primary activity as administration. (Kindig, p. 1) While these numbers may appear small for such a dominant portion of the medical community, they are not surprising in light of the physicians' strong identification with their profession. Kurtz, in his physician profile developed for the American College of Physician Executives, associated this strong identification to the cultural norms and behaviors learned during the process of becoming a physician and the subsequent practice of medicine. His premise is that the behaviors and values that prove effective in a physician's clinical practice tend to create conflict, resistance, and tension when applied to a managerial role. In developing this hypothesis, Kurtz identified the major differences between physicians (clinicians) and managers outlined in Table 3. These differences provide a graphic illustration of the paradigms and values associated with each group. (Kurtz, p. 10)

**TABLE III**  
**MAJOR DIFFERENCES BETWEEN CLINICIANS AND MANAGERS**

| Clinicians                      | Managers                         |
|---------------------------------|----------------------------------|
| Doers                           | Planners, Designers              |
| 1:1 Interactions                | 1:N Interactions                 |
| Reactive Personalities          | Proactive Personalities          |
| Require Immediate Gratification | Accept Delayed Gratification     |
| Deciders                        | Delegators                       |
| Value Autonomy                  | Value Collaboration              |
| Independent                     | Participative                    |
| Patient Advocate                | Organization Advocate            |
| Identification with Profession  | Identification with Organization |

Source: M. E. Kurtz, The Dual Role Dilemma (Tampa: American College of Physician Executives, 1988), 10.

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In analyzing the paradigms it is possible to develop a macro-level understanding of the crucial differences between the two approaches to health care. The physicians on one side demonstrate an independent, "captain-of-the-ship" approach to medical care in which they provide the decisions that lead to immediate and measurable results in the patient's clinical outcome. This autonomous, patient-focused role is in direct conflict with the organizational identification and group orientation associated with management professionals. Kurtz associates this conflict between physician norms of behavior and management norms, and the physicians strong

identification with their profession, not the organization, as being instrumental in physician resistance to making the transition from clinician to manager.

With the increased complexity of the health care environment, this adversarial role of medicine against administration is being challenged and Kurtz foresees increased cooperation and collaboration between physicians and management with many physicians becoming increasingly involved in the executive management of health care organizations. To facilitate this increased partnership in the medical community, Kurtz outlines three steps: (Kurtz, pp. 8-9)

1. Strengthening the formal medical staff organization to create a positive environment for increased participation in management issues.
2. The provision of training and educational opportunities leading to the development of leadership and management skills. This is particularly critical when the dearth of management training in the physician career path is considered.
3. The development of a common language, clearer communications systems, joint education and training programs for physicians and administrators, and procedures to facilitate joint problem solving. Kurtz's premise is that while the two groups share common goals and values (e.g., the delivery of quality health care in a timely and economical manner) the real differences lie in how these values and norms are communicated and the methodology that is developed for their achievement.

Betson and Pedroja support Kurtz's analysis and perceive the physician executive as filling a "boundary spanning" role within a health care organization. In specific, they define the roles of the physician executive as including: (Betson & Pedroja, pp. 49-50)

1. Functioning as the "champion of clinical integrity" in ensuring that medical quality assurance receives system-wide strategic importance regardless of fiscal and management issues.
2. Provides the interface between the two cultures with the clinical provider on one side and the business oriented health care executive on the other.
3. Functions as a public interpreter who interacts with external organizations concerning clinical and quality issues.
4. Acts as a consultant who is integral in the design of the various productivity evaluations essential for effective management decision.
5. Functions as a partner with the business-oriented, health care executive in system design and management to facilitate the delivery of health care.

The focus of both Kurtz and Betson and Pedroja is that the physician community has a high potential for becoming health care managers. Citing the intelligence, discipline, motivation to organize, altruism in their approach to the delivery of medical care, and understanding of medicine and its delivery, the implication is that the physician manager would be uniquely qualified to forge an important executive role within the organization. The primary constraint appears to be the lack of training in the specific management skills associated with health care executives. Betson and Pedroja summarize the situation in saying: (Betson & Pedroja, p. 355) "Most physician administrators agreed that formal education in the area of management was advisable and that the demand for physician administrators would increase."

b. Nurses

While the paradigms associated with physicians emphasize the autonomous and independent functioning of the physician, the nursing paradigms tend to stress a holistic view of the institution as a whole and the role of patient care as the mission of the institution. Defined as the "point person" for the patient by Eubanks, the nurse is seen as a focus for the patient's care, interacting with the physician in the direct provision of care and then providing the necessary coordination, integration, and collaboration necessary to ensure the diverse support services meet the patient's needs. In accepting the "point person" role for the nurse, it can be inferred that their impact can be seen across much of a health care organization structure, not just in nursing units, as they coordinate the delivery of services to the patient. This impact can best be exemplified in Beyers' discussion of nursing's relationship within Mintzberg's five components of organizations:

. . . it is clear that nursing fits into each component: the strategic apex where the organizational mission is decided, the technostucture where systems and formal planning are designed, the operating core where nursing practice takes place, the middle line where nurse managers are responsible for divisions and units function, and the support staff needed to make the system work. (Beyers, p. 35)

This impact is further emphasized when one considers the resource allocation role of the nursing services. Representing the single largest organizational consumer of manpower, materials, and fiscal resources, the

nurse and nursing administrator have significant control over the allocation of scarce resources within the organization. As such some measure of skills in human resource management, financial management, and materials management must be demonstrated on a daily basis. However, nursing administrators acknowledge that a management skills gap, similar to that experienced by physicians, exists within the nursing profession. (Eubanks, p. 25)

As the complexity of the provision of nursing services increases with the complexity of medicine in general, nursing education has increasingly emphasized the clinical nature of the profession and limited the discussion of general management, human resources management, and financial management to continuing education or graduate education programs in nursing administration or hospital/business administration. Eubanks outlines the increased utilization of advanced degrees, targeted on-the-job training (OJT) developed, or purchased, by individual employers, and a strong mentoring program as essential for meeting the additional management training necessary to develop nurse executives within an organization. (Eubanks, p. 26)

#### **B. NEEDS ASSESSMENT**

Regardless of their background and training, most managers could probably find many ways to improve their performance. Regrettably, this ad hoc approach to management development is not economical in the use of time and resources. When the

need for executive development is viewed against the daily operating tempo of most organizations, the conflict between executive development and organizational needs becomes evident. The critical challenge becomes, as defined by Mann and Staudenmier,

. . . how to use executive education effectively as a tool for achieving strategic goals and shaping companies' cultures, while simultaneously attending to the strategically relevant needs of individual executives. (Mann & Staudenmier, p. 39)

To ensure that the executive development meets both organizational and executive development needs, an accurate process for the identification of training requirements (needs assessment) becomes vitally important. Without an accurate methodology for such an identification process, it becomes increasingly difficult to pinpoint the areas where improvement of skills will produce the greatest organizational and individual impact. In addressing the critical nature of the needs assessment process, Peters states:

Treat your training (skill level) assessment as the essence of strategic opportunity. If you don't spend as much time on this assessment as on the evaluation of the capital (hardware) budget, you have missed the point of all ten of the prescriptions [for achieving flexibility by empowering people]. (Peters, p. 329)

While a variety of approaches to needs assessments are published, the three-step process outlined by McGhee and Thayer in 1962 contains elements common to the majority of the processes. In specific, a needs assessment should address organizational analysis, operations (task) analysis, and person analysis to be effective. (Muchinsky, p. 194)

**1. Three-Step Needs Assessment Process**

**a. Organizational Analysis**

Based on the analysis of the entire organization with specific attention to organizational objectives and allocation of scarce resources to meet established goals, this process identifies the global organizational issues that would benefit from executive development or training. In the case of the needs assessment being conducted for the development of an executive development program for BUMED, this step was performed at the BUMED level through interaction between BUMED, the Navy Inspector General, the Secretary of the Navy, DOD, Congress, and the line community. The global executive development requirements identified through this process targeted senior executives in Navy Medicine (e.g., Commanding Officers, Executive Officers, Directors, and individuals in other senior executive positions) and provided the impetus for the development of a program to meet their needs. As such, the needs assessment process initiated by the NPS, Department of Administrative Sciences focused on the remaining two steps in the development of an executive development program to meet the identified global requirements.

**b. Task Analysis**

Task Analysis targets the specific tasks necessary for the effective accomplishment of a particular job or executive skill. Addressing the functions of the position, not the abilities of the incumbent, Task Analysis provides a

broad range of information, including: the provision of standards of performance with which to measure work output; an identification of the specific tasks involved with the job (essential for developing an effective training program for the tasks); and the provision of an outline of the specific performance levels required to accomplish each task. Additionally, task analysis identifies the specific knowledge, skills, and abilities (KSAs) that must be possessed or developed for the job. In essence, the crucial elements of job performance.

#### **c. Person Analysis**

Providing the link between the capabilities of the incumbent and the specific skill requirements identified in Task Analysis, Person Analysis is utilized to identify individual training requirements and ultimately assist in the decision concerning what type of training is required.

#### **2. NPS Needs Assessment Strategy**

As noted in the introduction, NPS developed a two-step needs assessment approach to identify the competencies required to effectively manage complex Navy medical systems. As a strategy, the approach and intent was to go out to the field and identify first hand what key managerial issues and skills were deemed important for effective and efficient functioning as a health care executive. Operationally, semi-structured interviews at selected Navy health care facilities and survey methodology were used to identify the appropriate

competencies and to establish which competencies were crucial to the effective management of health care facilities. The semi-structured interviews provided the basic identification of issues and their frequencies and were then utilized in the construction of a questionnaire to obtain the views and beliefs of current senior executives throughout the Navy Medical Department concerning their current capabilities in the competencies and values necessary to effectively manage health care facilities (Person Analysis) and their rating of the competencies required for the particular task (Task Analysis).

#### C. SEMI-STRUCTURED INTERVIEW PROCESS

In conducting the semi-structured interviews, the NPS faculty teams pursued and realized many objectives, including:  
(NPS Interim Report, pp. 2-3)

- The identification of the issues/competencies considered important by individuals in the field who hold positions of significant managerial responsibility. This input became the cornerstone for the development of a survey instrument to assess, in broader terms, the relative importance of managerial issues and skill areas.
- The provision of a mechanism to increase the level of faculty expertise concerning Navy medical facilities and the issues associated with Navy Medicine.
- The identification of issues and competencies that could best be addressed with a management development program.
- The preliminary identification of who should receive management education and the career milestones at which it should be received.
- The development of a tentative list of effective delivery systems for such management education.

It should be noted that, for the purpose of this thesis, the following discussion will be limited to the issues or competencies identified. Questions concerning career milestones or executive education delivery systems are not within the domain of this thesis.

### **1. Methodology**

In order to achieve broad coverage of the medical treatment facilities with short time constraints, a core NPS faculty team composed of twelve members with a broad range of expertise in management topics was selected. The faculty members were chosen primarily because of their experience in interviewing and management curriculum development with the intent of keeping the team intact and integrally involved in later course design and development evolutions.

Semi-structured interviews were typically conducted by two-person teams whose purpose was to facilitate discussion and record responses. The teams visited eleven health care facilities (four East Coast and seven West Coast) and conducted a total of eighty interviews of senior health care executives. After each interview, the interviewers prepared a multiple page narrative of the interview sessions. Several meetings were then held to determine an appropriate strategy for identifying issues and skill areas from the narratives. A subsequent item analysis produced a total listing of eighty-five topics discussed across all interview sessions.

## **2. Results**

Once all issues were determined, the items were clustered into related categories while maintaining both the representation and intent of the original interview process. This work resulted in the creation of eight major management categories, which are listed below:

- 1. Financial/Resource Management**
- 2. Program Planning and Evaluation**
- 3. Decision Making/Problem Solving**
- 4. Legal Issues**
- 5. Operational Management Issues**
- 6. Organizational Behavior**
- 7. Personnel and Human Resources Management**
- 8. Communications**

Specific knowledge and skills topics within each major category are listed in Appendix A. However, it should be noted that the management skill areas reflect items that the interviewees mentioned on their own accord. It is possible that a more structured interview process would have produced different results, but the purpose of the semi-structured interview process was to create a situation in which the interviewee was neither constrained nor directed by the interviewer. The survey, which will be described in the following chapters, was utilized to provide the opportunity for everyone to rate all of the management skills identified. Additionally, the interview results do not reflect an

individual's current skill level or need for education in a given area and some areas may have received less emphasis than others due to the individual's lack of knowledge in the area. Again, the perceived need for education was addressed in the survey and will be discussed in the following chapters.

## **II. METHODOLOGY**

### **A. HYPOTHESIS**

Analysis of the semi-structured interviews identified two trends in the perceptions expressed by senior Navy Medical Department executives:

1. Varied levels of competency in executive management skills exist between individual executives.
2. The perception of what executive management skills are required and their importance within the Navy Medical Department also vary between individual executives.

Additionally, many of the health care executives interviewed acknowledged that they have significant "holes" in their educational background or experience, which leaves them less prepared for positions of increased managerial responsibility. The hypothesis under consideration in this thesis is that the perceived gap between the executive management requirements and the corresponding level of executive management capability is valid and varies according to the individual's health care community, rank, and organizational position.

In specific, this thesis will address the following questions:

1. What are the perceived executive management requirements and corresponding level of perceived executive management capabilities reported by the respondents?
2. What are the comparative trends in perceived executive management requirements and capabilities between medical communities?

3. What are the comparative trends in perceived executive management requirements and capabilities reported by rank?
4. What are the comparative trends in perceived executive management requirements and capabilities reported by organizational position?

#### B. CONDUCT OF THE SURVEY

The survey was conducted through the use of a questionnaire, presented in Appendix B, developed by the NPS survey team based on data obtained from the semi-structured interview process. Following a review by BUMED and field testing at Naval Hospital Long Beach and Naval Hospital Camp Pendleton, the survey was mailed to 720 senior executives in Navy Medicine, including: all incumbent Commanding Officers, Executive Officers, and Directors; all officers currently screened for Commanding Officer and Executive Officer billets; key health care executives in the operational forces and headquarters commands; specialty advisors; and medical department flag officers. A listing of these billets and/or individual officers was compiled from the Commanding Officer/Executive Officer screening, key personnel assignment, and the specialty advisor lists provided by BUMED. Additional modifications were provided by the appropriate Bureau of Naval Personnel assignment officers. Funding for the printing and mailing of the questionnaire was provided for by BUMED through NPS.

The survey consisted of a total of sixty questions arranged under the eight major management categories

identified through the semi-structured interview process. In each question the respondent was asked to rate the current level of expertise in the subject and the perception of the required need. In addition the respondent was asked to complete non-identifying personal information. No attempt was made to design the questionnaire so that returns could be matched against the mailing list. A package was mailed to each potential respondent with a cover letter, the questionnaire, and a pre-addressed return envelope. No return postage was provided because of postal restrictions concerning metered mail. However, use of official mail for returning the questionnaires was authorized because of BUMED sponsorship of the survey.

The cover letter (Appendix C), provided by the Surgeon General, was intended to provide the motivation for the completion and return of the questionnaire. Its primary purpose was to emphasize the importance of the survey and to suggest that timely response would be beneficial to the Navy Medical Department as a whole. In addition to the Surgeon General's cover letter, a one-page instruction sheet was provided outlining the intent of the survey, emphasizing the anonymity of all responses, and providing a single point-of-contact telephone number, both DSN and commercial, for respondents seeking additional clarification of any aspect of the survey.

The survey packages were mailed on 13-14 November 1992 and questionnaires began arriving within five days. The majority, approximately seventy-five percent of those returned, were received within eighteen days with final receipts, for the purpose of this thesis, received on 14 January 1993. A total of 476, out of 720, were received. However, because thirteen packages were returned as undeliverable, a total of 707 was used as the basis for return accounting, providing a return rate of sixty-seven percent.

### C. SURVEY QUESTIONNAIRE

The survey questionnaire presented in Appendix B is divided into two distinct sections: (1) Part 1 with eight major management categories containing a total of sixty managerial activity questions and a section dealing with management education requirements for the major categories; and, (2) Part 2 containing the demographics and management education/training background questions. The intent of the survey is to complete the second step of the two-step needs assessment process developed by NPS and provide the task and person analysis essential for the development of an executive development program for Navy Medicine.

#### 1. Managing a Military Medical Treatment Facility - Part 1

Part 1 of the survey questionnaire is designed to measure three aspects of the respondent's perspectives concerning executive management in Navy Medicine:

1. Their current level of managerial skills for each of the sixty managerial activities questions contained in the questionnaire.
2. Their perception of the required level of skill for each of the sixty management activities an executive must have to function effectively in the respondent's current role in Navy Medicine.
3. Given the scenario of a management education program being developed for executives in their current managerial role, the respondent was requested to indicate the level of need they would attach to each of the major managerial activity groups. However, while the term "priority" is used to describe the assigned level of need, it should not be inferred that the eight managerial activity groups are being ranked against each other. The intent was for each activity group to receive a rating indicating the level of educational need within that group.

In providing their responses to the sixty managerial activity questions, the respondents were requested to rate their personal level of expertise and the required skill level in a particular activity on a scale of "0" to "10" with "0" indicating no knowledge or ability in an area, "1" to "3" a low level, "4" to "7" a moderate level, and "8" to "10" a high level. In addition to allowing the respondents to indicate their responses more precisely than would be possible on a smaller scale (e.g., "0" to "4"), the larger scale allows for a greater range of responses (variance) to utilize in subsequent analysis. The scale provided for the section concerning management education is similar to the previous scale but groups the responses by priority of need instead of level of ability.

In developing the sixty managerial activity questions for the questionnaire, the NPS team relied extensively on the

results of the semi-structured interview process. Using the eight major management groups identified through the semi-structured interviews (Chapter I, p. 29) as major questionnaire categories, the NPS team analyzed the interview responses to develop an additional listing of the three to five most frequently mentioned skills under each management group (Appendix D). Working groups subsequently modified and supplemented the skills to develop a full range of potential activity skills for each managerial group. At this point, no attempt was made to limit the number of activity skills or ensure a uniform presentation style. When the process of identifying the activity skills was completed, a select working group was formed to accomplish the task of condensing the multiple activity skills developed by the various working groups into the sixty skills used in the final questionnaire. Additionally, the select working group was responsible for the uniform presentation style used for each activity skill and the overall questionnaire design. The questionnaire was then presented to the full NPS team for final comment and modification, then prepared for field testing prior to mailing.

**2. Managing a Military Medical Treatment Facility -  
Part II**

Part 2 of the survey questionnaire is designed to provide two separate types of background information concerning the individual respondent:

1. Demographic data providing basic individual and job experience information.
2. Management education/training background data indicating prior education and training in management through traditional undergraduate and postgraduate programs, non-traditional civilian programs, and the various short courses provided by the military. Additionally, any affiliations with the various professional organizations were requested because of the management development requirements inherent to membership.

It is emphasized that the data collection and collation was accomplished in the aggregate only and that no attempt was made to identify individuals or individual responses. The demographic and management education/training data were utilized in the development of identifiable cohorts to use in the comparative analysis of survey responses.

### 3. Field Testing

In order to ensure that the final survey questionnaire would be clearly written and easily understood by the respondents, a field test was conducted on 29 September 1992 and 01 March 1992 at Naval Hospital Long Beach, CA and Naval Hospital Camp Pendleton, CA. During the field testing the Commanding Officer, Executive Officer, and Directors for each facility completed the questionnaire individually in the presence of a two-person NPS team. Individual executives were then requested to comment on each question as they answered it, with specific attention given to ambiguous, confusing, or misleading questions. Additionally, the executives comments' and recommendations concerning potential additions or

deletions to the various management groups were also solicited.

Following the completing of the field testing, the NPS team formally reviewed all comments and recommendation made by the health care executives at Long Beach and Camp Pendleton, modifying the proposed questionnaire as required. This modified questionnaire was then forwarded to BUMED for final review prior to formal implementation of the survey. With minor modifications, the survey was mailed to the survey population on 13-14 November 1992.

#### D. PREPARATION FOR ANALYSIS

Analysis of the survey was completed using the SAS statistical package. All responses were numerically coded, in the case of numeric or scalar responses, or input according to an uniform coding system for answers with alpha characters. Appendix E provides a listing of all coding structures.

### **III. SURVEY RESULTS**

#### **A. REPORTED FREQUENCIES**

The following section provides the frequencies of selected responses to the survey questions. When the data file was closed, for the purpose of this thesis, 476 surveys had been returned and all surveys were sufficiently complete to be included in the findings. However, every respondent did not answer every question and missing data are listed as "." when included in the following tables. Additionally, percents columns on tables that do not total 100 are attributed to rounding errors only.

##### **1. Demographic and Non-Identifying Personal Data**

While the following data provide a general description of the survey population, the information is self reported and, as a result, may contain errors that are not identifiable.

###### **a. Rank**

Table IV displays the respondents' reported ranks. Three respondents (less than one percent) did not identify their ranks. Additionally, while civil service grades are indicated with the captain and commander cohorts, the civilian respondents represent only one survey response in each cohort. The "other" rank cohort includes ten officers (lieutenants) and one enlisted (HMCM). Consistent with the targeted

population of "senior" Navy Medical Department executives, 87.9 percent of the survey respondents hold the rank of commander, or civilian equivalent, and above with the captain cohort representing 65.6 percent of the respondents.

**TABLE IV**  
**SURVEY DEMOGRAPHICS BY RANK**

| Rank                 | Frequency | Percent |
|----------------------|-----------|---------|
| Admiral              | 10        | 2.1     |
| Captain/GM-15        | 312       | 65.6    |
| Commander/GM-14      | 96        | 20.2    |
| Lieutenant Commander | 44        | 9.2     |
| Other                | 11        | 2.3     |
| .                    | 3         | 0.6     |

N=476

**b. Corps/Designator**

Table V displays the corps/designators reported by the respondents. No differentiation was made between respondents carrying the regular Navy designator and those carrying reserve designators. Six respondents (1.3 percent) did not identify their corps/designator. The "other" cohort includes two Supply Corps, two civilians (civil service), and one enlisted member. While respondent anonymity has been maintained throughout the analysis of the survey, it was possible to develop aggregate corps/designator frequencies during the survey mailing process. Gleaned from the distribution lists provided by BUMED, these frequencies

provide a baseline against which the measurement of response rates within the survey population can be measured. As outlined in Table V, the response rates for the four major categories closely parallels the proportions evident in the survey population.

**TABLE V**  
**SURVEY DEMOGRAPHICS BY CORPS/DESIGNATOR: SURVEY RESPONSE RATES**

| Corps           | Designator | Surveys Sent (N=720) | Percent of Survey | Responses Received (n=476) | Percent of Respondents |
|-----------------|------------|----------------------|-------------------|----------------------------|------------------------|
| Medical         | 2100       | 244                  | 33.9              | 154                        | 32.4                   |
| Dental          | 2200       | 124                  | 17.2              | 97                         | 20.4                   |
| Medical Service | 2300       | 269                  | 37.4              | 164                        | 34.5                   |
| Nurse           | 2900       | 71                   | 9.9               | 50                         | 10.5                   |
| Other           |            | 12                   | 1.7               | 5                          | 1.0                    |
| .               |            | --                   | --                | 6                          | 1.3                    |

**c. Organizational Position**

Table VI displays the respondents' organizational positions as reported by the respondents. Because of the varied responses reported, the six cohorts displayed in Table VI were built by condensing survey responses into like categories. Eight respondents (1.7 percent) failed to provide their organizational position. Appendix E provides a breakdown of the responses placed into each cohort. Again, the responses are consistent with the targeted population of senior Navy Medical Department executives with 65.5 percent in

**TABLE VI**  
**SURVEY DEMOGRAPHICS BY ORGANIZATIONAL POSITION**

---

| Organizational Position | Frequency | Percent |
|-------------------------|-----------|---------|
| Commanding Officer      | 97        | 20.4    |
| Executive Officer       | 72        | 15.1    |
| Director                | 143       | 30.0    |
| Department Head         | 44        | 9.2     |
| Operational Forces      | 16        | 3.4     |
| Other                   | 96        | 20.2    |
| .                       | 8         | 1.7     |

N=476

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Commanding Officer, Executive Officer, or Director positions within Navy medical facilities and 23.6 percent holding positions of significant responsibility within the Operational Forces and "Other" cohorts.

**d. Commanding Officer/Executive Officer Experience**

Table VII displays the number of respondents identifying experience (past or present) in Commanding Officer and/or Executive Officer billets. Developed from the respondents responses concerning their current position and total months service in Commanding Officer and Executive Officer billets, 51.7 percent of all respondents indicate experience as Commanding Officers or Executive Officers.

**TABLE VII**  
**SURVEY DEMOGRAPHICS BY COMMANDING OFFICER AND EXECUTIVE  
OFFICER EXPERIENCE**

---

| <b>Reporting<br/>CO/XO<br/>Experience</b> | <b>Frequency</b> | <b>Percent</b> |
|---|------------------|----------------|
| CO/XO Experience                          | 246              | 51.7           |
| No CO/XO Experience                       | 230              | 48.3           |

N=476

---

**e. Commanding Officer Experience**

Table VIII displays the number of respondents identifying experience (past or present) in Commanding Officer billets. Individuals with only Executive Officer experience who were included in Table VII have been placed in the "no experience" cohort for this table. However, while 91 respondents were moved to the "No Experience" cohort, 32.6 percent of all respondents indicate experience in Commanding Officer billets.

**TABLE VIII**  
**SURVEY DEMOGRAPHICS BY COMMANDING OFFICER EXPERIENCE**

---

| <b>Reporting<br/>Commanding Officer<br/>Experience</b> | <b>Frequency</b> | <b>Percent</b> |
|--|------------------|----------------|
| CO Experience  | 155              | 32.6           |
| No CO Experience                                       | 321              | 67.4           |

N=476

---

## B. SURVEY RESPONSES BY MANAGEMENT ACTIVITY GROUPS

Part I of the survey questionnaire (Appendix B) is divided into eight management activity groups containing a total of sixty questions concerning the respondent's current level of knowledge in specific management activities and the level of skill each perceives as required to perform in that individual's present role within Navy Medicine. In addition to the sixty questions concerning the managerial activity skills, eight questions concerning the level of need the respondent would attach to the provision of management training in the eight management activity groups were also included.

Representing 128 individual response opportunities for each survey, the response frequencies provided in Appendix F are varied and cumbersome to illustrate and analyze in their current form. This is notably true when one is conducting the initial analysis of such a large spectrum of data. As a result, the analysis presented in this thesis will condense the data into an alternative format that will facilitate the initial identification of trends, which will reveal the perceived executive management requirements and the current level of perceived management capabilities reported by the respondents. Utilizing the SAS Statistical package, the following data functions were performed:

1. All responses were identified and grouped by the management activity groups presented in the survey.

2. The current level of skill reported for each question was subtracted from the required level of skill reported for the same question to establish the difference, or delta, between the two skill levels.
3. Population mean values for the individual questions concerning the current and required skill levels and the deltas were provided.
4. A population mean value was provided for the survey responses concerning the perceived need for management education in each of the eight management activity groups.
5. Aggregate mean values for each of the eight management activity groups were developed. This was accomplished by:
  - a. Adding the individual survey responses in each category (current and required) to obtain a total value for each category. This total was then divided by the number of questions within the category (e.g., seven for Financial/Resource Management) to develop aggregate values for the current and required questions within each management activity group for the individual respondent.
  - b. The aggregate value for the current skill requirement within each management activity group was then subtracted from the aggregate value of the required skill level to develop an aggregate delta for each group.
  - c. These individual aggregate values were then processed through the SAS package to produce aggregate mean values for the current, required, and deltas for each management activity group.

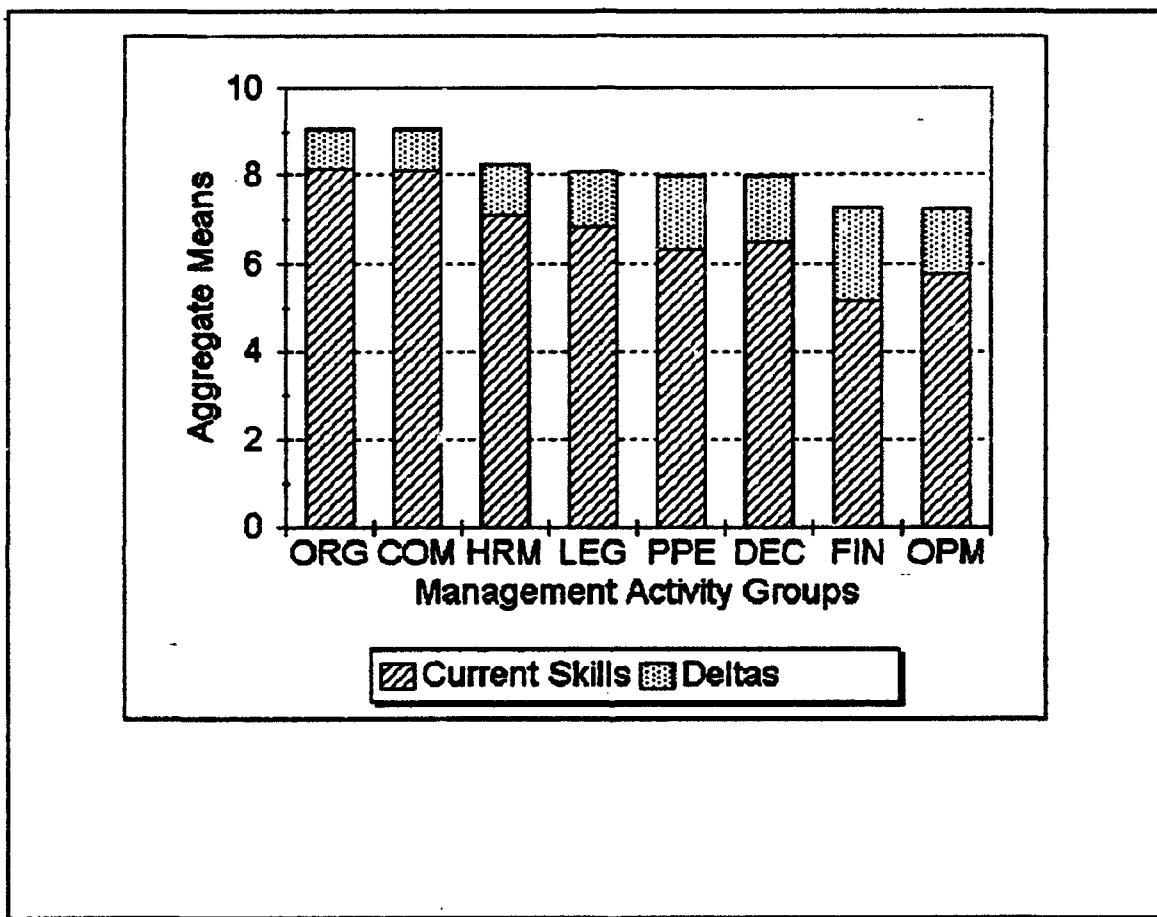
The results of these data manipulations are presented in Appendix G in the management activity group order established by the survey questionnaire (Appendix B). A dictionary of variable names is also provided in Appendix H to assist the reader in identifying specific responses for evaluation.

The following analysis focuses on the aggregate values developed from the raw data. In specific, the primary concern

is with identifying and evaluating the differences, or deltas, between the perceived level of skill required to do the job and the current skill level reported by the survey population. This emphasis on identifying and reporting the deltas is congruent with the purpose of the survey for the following reasons:

1. The stated goal of the survey instrument is to provide a needs assessment on the task and person analysis level. In essence, identifying what is considered essential for the task, or job, at hand and then identifying and matching personal skill levels essential to that task. The measure of the training or educational requirement being the difference, or delta, between what is required and what skills the individual has available.
2. The survey questionnaire relies on self-reported perceptions of the required level of skills and the respondent's current skills, or capabilities, in meeting the required performance. While the respondent is assumed to have a reasonable understanding of his/her personal skill levels in relation to his/her current role within Navy Medicine, the differences in what is considered a required skill will vary from respondent to respondent and will be dependent on the personal paradigms they viewed the specific task through. While some control over the variability of the required skill levels can be obtained by grouping similar respondents together (e.g., by designator, rank, or organizational position), the difference between the respondent's current skill level and the required skill levels are based on the same paradigms and continue to measure individual training needs relative to the respondents current circumstances.
3. While the problem of self-inflation of the respondent's current abilities, a "halo-effect," is a potential issue, the ability of the NPS needs assessment process to identify the incumbent's true performance is limited by the lack of access to appropriate instruments for measuring personal abilities (e.g., fitness reports) and time constraints that preclude the use of other measurement methods such as subordinate and supervisor evaluations.

Figure 1 provides a graphic representation of the aggregate deltas identified in Appendix G. The figure shows that the lowest values are associated with the Organizational Behavior (ORG) and Communications (COM) management groups,

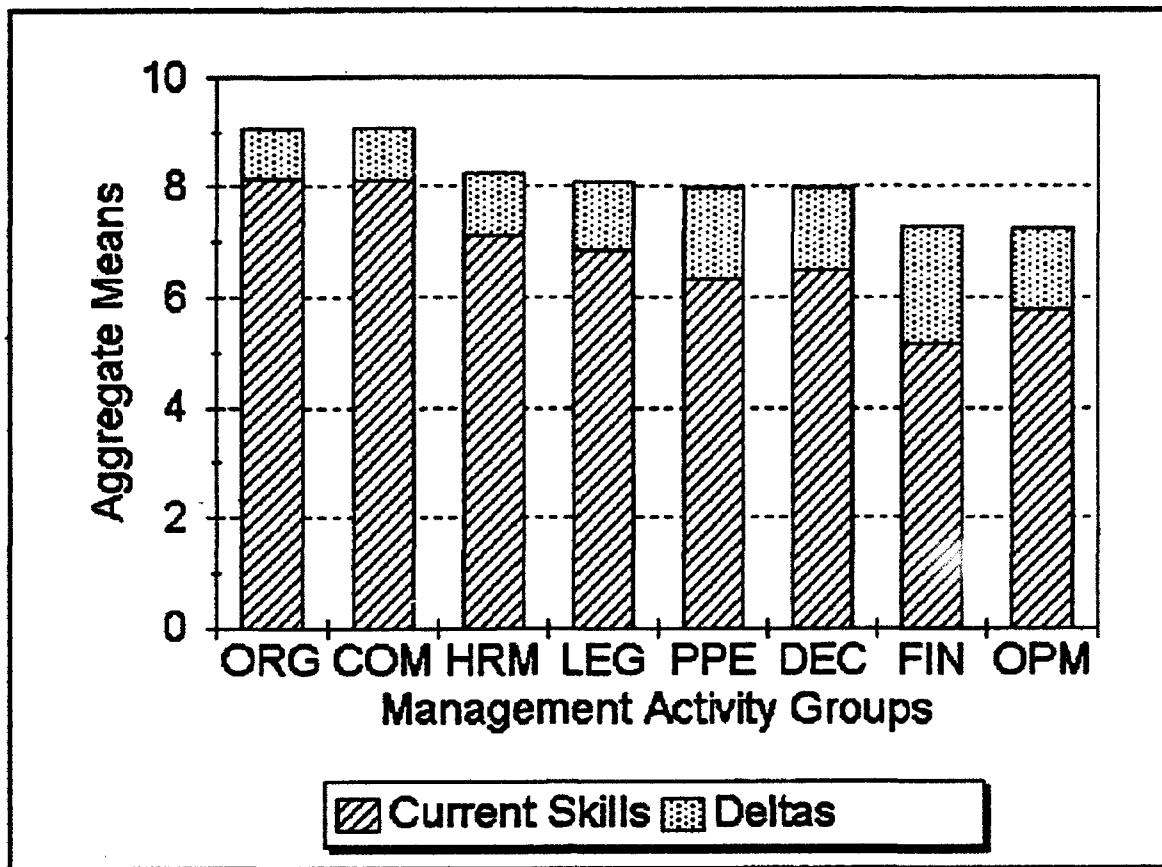


**Figure 1**  
**Deltas Between Current and Required Skills (Aggregate)**

which are closely associated with the individual leadership and personal interaction skills. As the deltas associated with Manpower (HRM), Legal (LEG), Operations Management (OPM), Decision Making (DEC), Programming, Planning, and Evaluation (PPE), and Financial Management (FIN) are analyzed, a steady

increase in the gap between current and required skills is noted. Much of the increases can be attributed to the increased technical complexity associated with these categories and the availability of in-house "expert assistance" in the form of comptrollers and department heads, whose task it is to provide assistance and guidance concerning the various operations contained in these categories. As a result, the respondents report higher current skill levels, as compared to the required skill levels, in the areas where the skills can be perceived to be built through experience and may not require formal training (e.g., writing, giving feedback, listening effectively, building trust, etc.) for effective performance. However, as the technical management skill requirements rise, and expert support becomes increasingly available, what is shown may reflect a trend to acknowledge an increasing gap between the current level of skill and the required level.

Figure 2 provides additional illustration of the relationship between the current and required skill levels associated with the survey responses. It is interesting to note that as the gap between the current and required skills increases the perceived skill level required for the job exhibits a steady decrease. Communication and Organizational Behavior have the highest aggregate skill levels and lowest deltas relative to the other management skill groups. Again, the emphasis on communications and organizational behavior is consistent with



**Figure 2**  
**Current vs Required Skills (Aggregate) and Deltas**

the personal interaction and individual leadership skills associated with these activities. As the ability to utilize "in-house experts" increases with the technical nature of the management activity, the perceived need for higher levels of personal expert knowledge is reduced. The implicit logic is that senior health care executives respond to executive leadership requirements in a manner consistent with Mintzberg's "Strategic Apex" (Mintzberg, p. 25) and the executive skills outlined by Sieveking, Nicholas, and Woods in 1992 and Mann and Standenmeyer in 1990. While technical management issues associated with financial management, legal

issues, data and information management, and marketing should be addressed to provide the broad spectrum of skills necessary to function in complex health care organizations, the strongest emphasis remains on the interpersonal skills associated with organizational behavior, human resources management, and communications. Recognizing that they cannot be the repository for all technical and organizational knowledge within an organization, the emphasis on the "softer" management skills acknowledges their importance in negotiating, cajoling, and coordinating to accomplish organization goals.

**C. SURVEY RESPONSES BY MEDICAL COMMUNITY, RANK, AND ORGANIZATIONAL POSITION**

The following sections provide additional analysis of the survey results with respect to the respondent's reported medical community (corps/designator), rank, and organizational position. Again, the analysis will focus on the aggregate values developed from the raw data to identify and evaluate the gaps, or deltas, between the perceived level of skill required and the current skills reported by the particular cohort within the survey population. Data manipulation on individual cohorts (e.g., Medical Corps) was consistent with the techniques explained in the population analysis section. Appendix I provides the results of these data manipulations in management group order.

**1. Responses by Medical Community (Corps)**

Table IX displays the population distribution utilized in the analysis of survey responses by medical community.

**TABLE IX**  
**SURVEY RESPONSES BY MEDICAL COMMUNITY WITH SPLIT MEDICAL SERVICE CORPS**

| Corps                 | Frequency | Percent |
|-----------------------|-----------|---------|
| Medical               | 154       | 36.3    |
| Dental                | 97        | 22.9    |
| Medical Service - HCA | 93        | 21.9    |
| Medical Service - AH  | 30        | 7.1     |
| Nurse                 | 50        | 11.8    |

N=424

The Medical, Dental, and Nurse Corps cohorts have remained unchanged from those reported in Table V, however, for the purpose of this analysis, the Medical Service Corps has been divided into two separate communities based on subspecialty codes reported by the respondents (Appendix J):

1. Health Care Administration -- including administrative specialties in financial management, logistics, health care administration, patient administration, and similar activities.
2. Allied Health -- including such health care and science specialties as biochemistry, physiology, psychology, environmental health, physical therapy, pharmacy, podiatry, and similar activities.

It should be noted that in defining the separate Medical Service Corps cohorts, forty-one Medical Service Corps

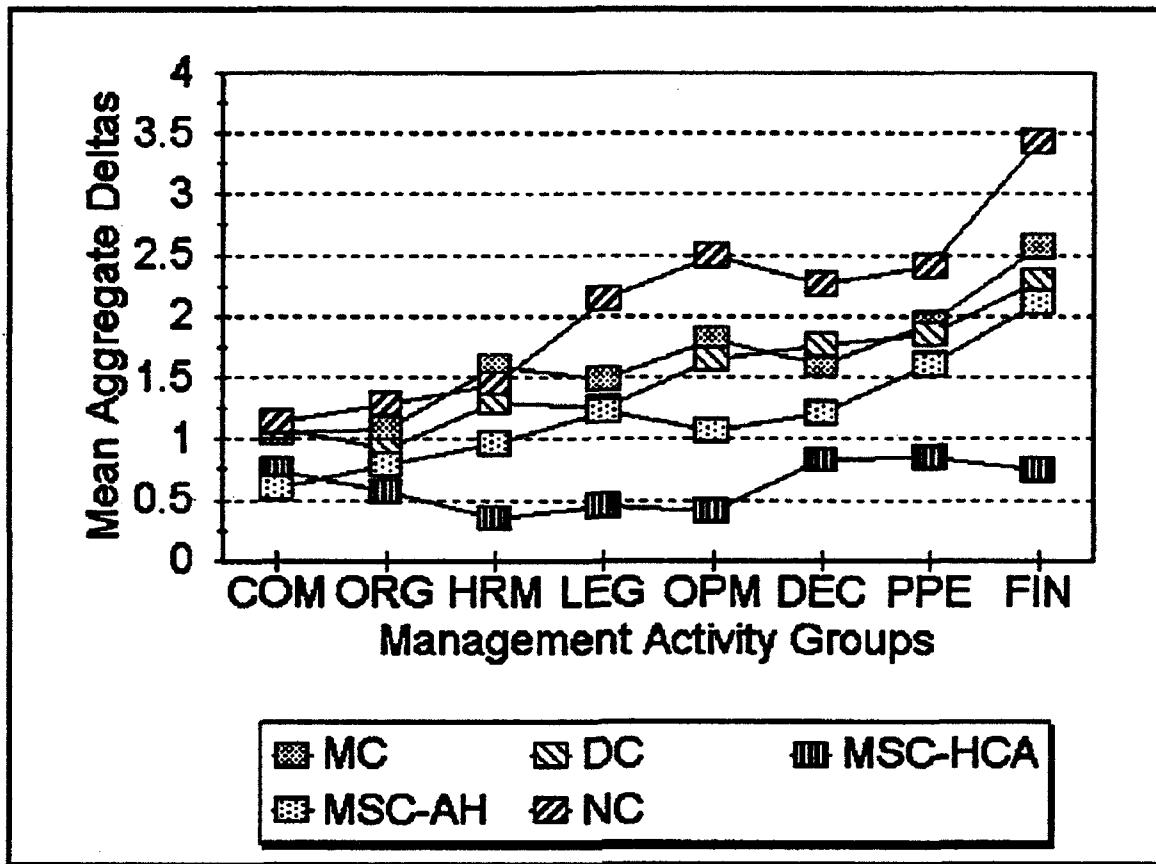
officers previously identified as responding to the survey were dropped from the analysis, for the purpose of analyzing responses by medical community only, because of failure to provide a subspecialty code. No other method is available to identify the two distinct segments of the Medical Service Corps. However, to analyze the basic hypothesis that differences between the current and required skills reported by corps exist, including the administrative and allied health segments of the Medical Service Corps, surveys which cannot be accurately identified cannot be included. Additionally, the five respondents included in the "Other" cohort were also excluded because of the small cohort size.

Figure 3 provides a graphic representation of the aggregate deltas identified in Table X. Initial analysis of Figure 3 reveals overall trends consistent with those demonstrated by the survey population. The lowest values continue to be associated with Communication (COM) and Organizational Behavior (ORG) with the deltas associated with Manpower (HRM), Legal (LEG), Operations Management (OPM), Decision Making (DEC), Programming, Planning, and Evaluation (PPE), and Financial Management (FIN) indicating an increasing gap between the current and required skills reported. Again, much of the increases can be attributed to the increased technical complexity associated with these categories and the availability of in-house "expert assistance." Similarly, the higher skill levels, as evidenced by lower deltas, are in

**TABLE X**  
**AGGREGATE MEANS AND DELTAS BY DESIGNATOR**

| Management Activity Group | Medical | Dental | Medical Service HCA | Medical Service AH | Nurse |
|---------------------------|---------|--------|---------------------|--------------------|-------|
| FIN (R)                   | 7.50    | 6.58   | 7.59                | 6.56               | 7.82  |
| FIN (C)                   | 4.94    | 4.29   | 6.85                | 4.45               | 4.39  |
| Delta                     | 2.56    | 2.29   | 0.74                | 2.11               | 3.43  |
| PPE (R)                   | 7.92    | 7.59   | 8.17                | 7.57               | 8.88  |
| PPE (C)                   | 5.98    | 5.74   | 7.32                | 5.97               | 6.47  |
| Delta                     | 1.94    | 1.85   | 0.85                | 1.60               | 2.41  |
| DEC (R)                   | 7.95    | 7.72   | 8.04                | 7.76               | 8.68  |
| DEC (C)                   | 6.35    | 5.96   | 7.22                | 6.55               | 6.42  |
| Delta                     | 1.60    | 1.76   | 0.82                | 1.21               | 2.26  |
| LEG (R)                   | 7.89    | 8.10   | 8.00                | 8.30               | 8.78  |
| LEG (C)                   | 6.41    | 6.85   | 7.55                | 7.08               | 6.64  |
| Delta                     | 1.48    | 1.25   | 0.45                | 1.22               | 2.14  |
| OPM (R)                   | 7.14    | 7.30   | 7.24                | 7.17               | 7.53  |
| OPM (C)                   | 5.33    | 5.65   | 6.83                | 6.11               | 5.04  |
| Delta                     | 1.81    | 1.65   | 0.41                | 1.06               | 2.49  |
| ORG (R)                   | 9.00    | 8.85   | 9.08                | 9.01               | 9.59  |
| ORG (C)                   | 7.93    | 7.94   | 8.51                | 8.23               | 8.31  |
| Delta                     | 1.07    | 0.91   | 0.57                | 0.78               | 1.28  |
| HRM (R)                   | 8.28    | 8.04   | 8.12                | 8.23               | 8.94  |
| HRM (C)                   | 6.69    | 6.75   | 7.78                | 7.27               | 7.49  |
| Delta                     | 1.59    | 1.29   | 0.34                | 0.96               | 1.45  |
| COM (R)                   | 9.05    | 8.91   | 9.14                | 8.94               | 9.58  |
| COM (C)                   | 8.00    | 7.82   | 8.40                | 8.34               | 8.45  |
| Delta                     | 1.05    | 1.09   | 0.74                | 0.60               | 1.13  |

areas where skills can be perceived to be built through experience and may not require formal training to be effective. The general trend remains that when technical management skill requirements rise, and increased technical support is available, the gap between current and required skill levels increases.



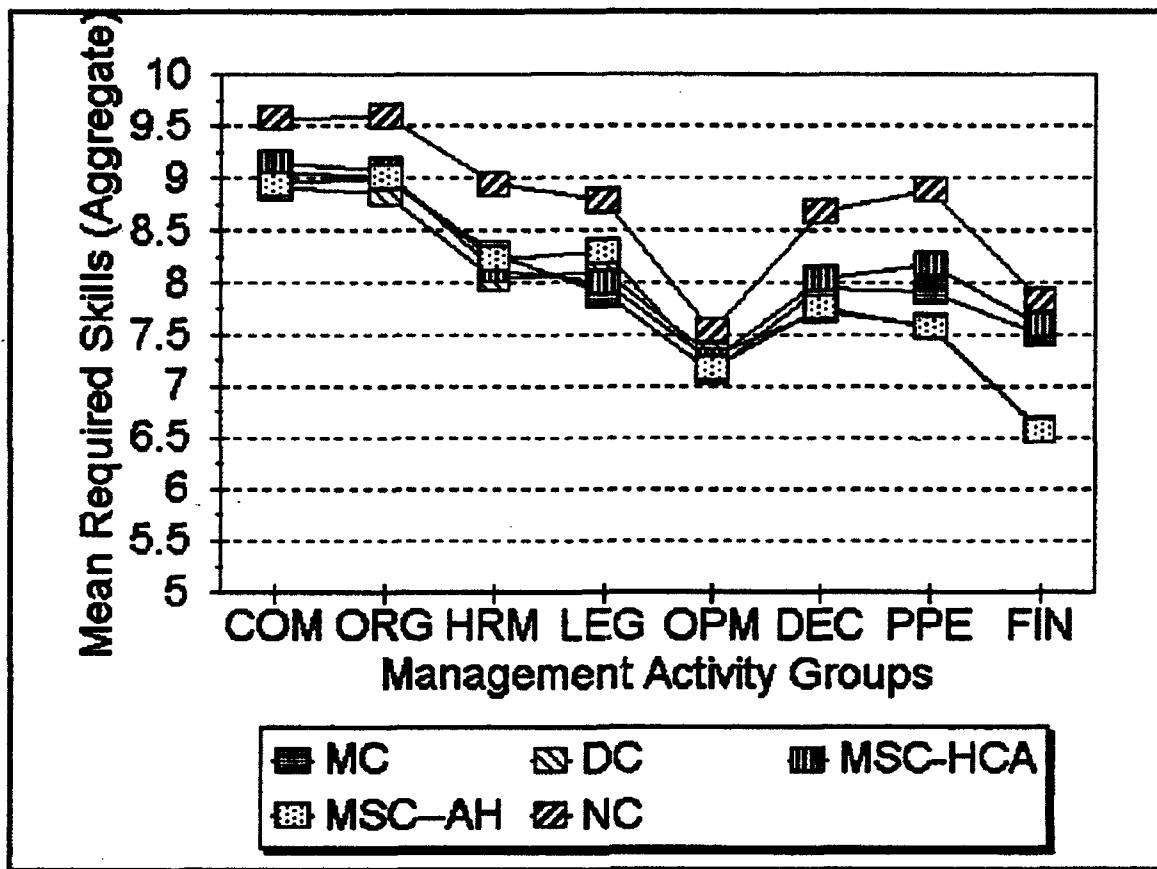
**Figure 3**  
**Aggregate Deltas by Designator**

In analyzing corps specific trends, it is immediately evident that two cohorts, Nurse Corps (NC) and Medical Service Corps-Health Care Administration (MSC-HCA), report gaps between current and required skills that appear to differ substantially from those reported by the Medical Corps (MC), Dental Corps (DC), and Medical Service Corps-Allied Health (MSC-AH). This is particularly evident in the Financial Management, Program, Planning, and Evaluation, Decision Making, Legal, and Operations Management activities, with the means converging in Organizational Behavior and Communications. As demonstrated in Figure 3, and outlined in Table X,

the Nurse Corps consistently demonstrates the highest deltas with the Medical Service Corps-Health Care Administration demonstrating the lowest. Appendix K provides additional support in showing that the variances of the aggregate means between the NC and MSC-HCA are statistically significant at the 0.05 level in all activity groups. The NC and MSC-HCA cohorts also demonstrate consistently significant variances with the other cohorts in the majority of the management activity groups. However, the variances demonstrated between the Medical Corps, Dental Corps, and Medical Service Corps-Allied Health are not significant.

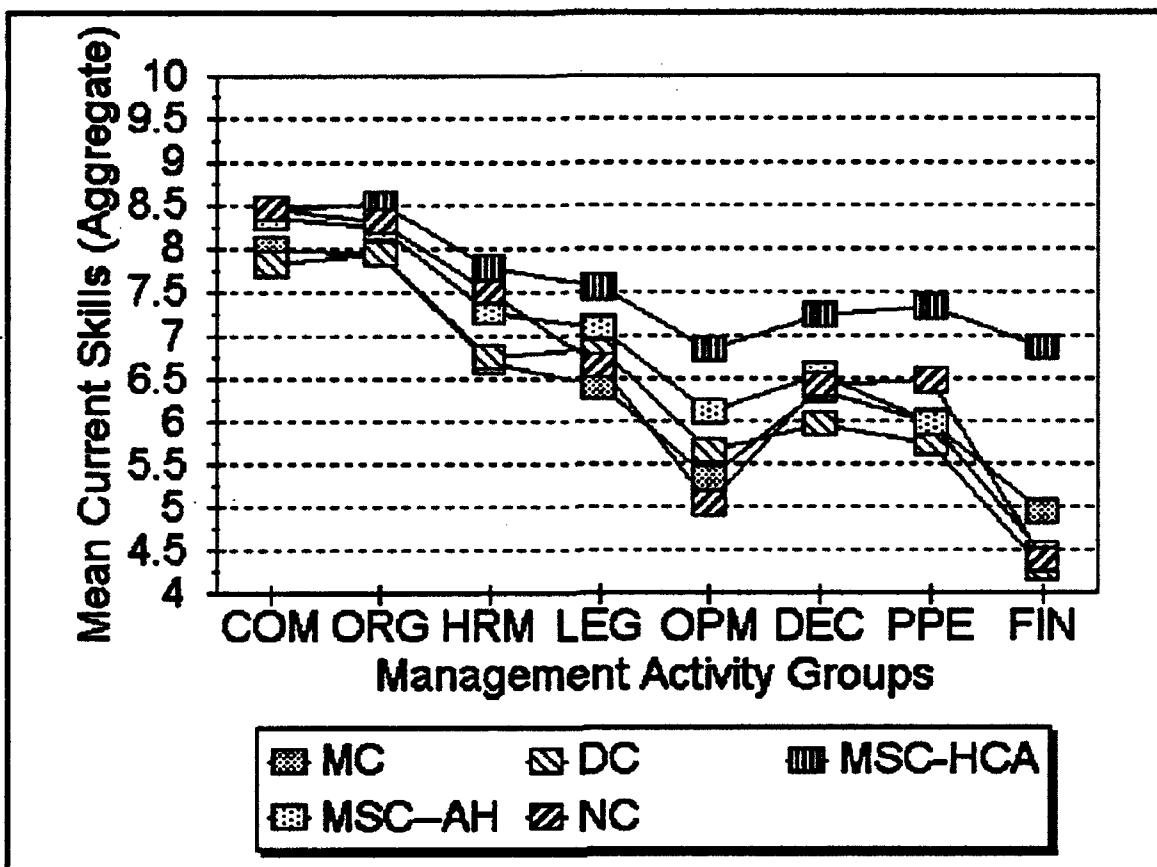
Figure 4 and Figure 5 provide additional illustration concerning the relationship between the current and required skill levels associated with survey responses by designator. Again, the trends associated with the Medical Corps, Dental Corps, and Medical Service Corps-Allied Health demonstrate remarkably similar patterns which provide little observable variance. However, analysis of Figures 4 and 5 provide significant insight into the deltas associated with the Nurse Corps and the Medical Service Corps-Health Care Administration.

In Figure 4, the Nurse Corps consistently assigns the highest required skill levels to the management activity groups. Additionally, as demonstrated in Figure 5, the values assigned by the Nurse Corps to current skill requirements remains consistent with those assigned by the Medical Corps,



**Figure 4**  
**Mean Required Skills (Aggregate) by Corps**

Dental Corps, and Medical Service Corps-Allied Health. In other words, the higher deltas associated with the Nurse Corps may be attributed to the higher level of importance the Nurse Corps assigns to required skills and it can be argued that the current skill levels are consistent with those reported by the other medical communities. However, if it is assumed the respondent has a reasonable understanding of his/her personal skill levels in relation to his/her current role in Navy Medicine, based on corps specific paradigms, the size of the deltas may still provide a better measure of the corps specific issues than one provided by a direct comparison of



**Figure 5**  
**Mean Current Skills (Aggregate) by Corps**

current and required skill levels. This would also be consistent with the management skills gap acknowledged by nursing administrators in the more technically complex management activity groups (e.g., Financial, Decision Making, Program, Planning, and Evaluation) while the deltas remain smaller in areas where nurse administrators have historically done well (e.g., Communications and Organizational Behavior) (Eubanks, p. 25).

The deltas associated with the Medical Service Corps-Health Care Administration are similar in nature. However, in this case the required skills illustrated in Figure 4 remain

consistent with those of the Medical Corps, Dental Corps, and Medical Service Corps-Allied Health while the current skills illustrated in Figure 5 demonstrate consistently higher levels. While graphically apparent, this higher level of perceived current skills is not unexpected in management activity groups that are consistent with the training and experience of health care administrators when compared to executives with predominantly clinical backgrounds.

## 2. Response by Rank

Table IV displays the population distribution utilized in the analysis of survey responses by rank. All cohorts have remained unchanged. Figure 6 provides a graphic representation of the aggregate deltas identified in Table XI. Initial analysis of Figure 6 reveals overall trends reasonably consistent with those noted in the previous analysis. The lowest values continue to be associated with Communication (COM) and Organizational Behavior (ORG) with the deltas associated with Manpower (HRM), Legal (LEG), Operations Management (OPM), Decision Making (DEC), Program, Planning, and Evaluation (PPE), and Financial Management (FIN) indicating an increasing gap between the current and required skill levels increasing as the requirement for technical management skills rises and increased technical support is available.

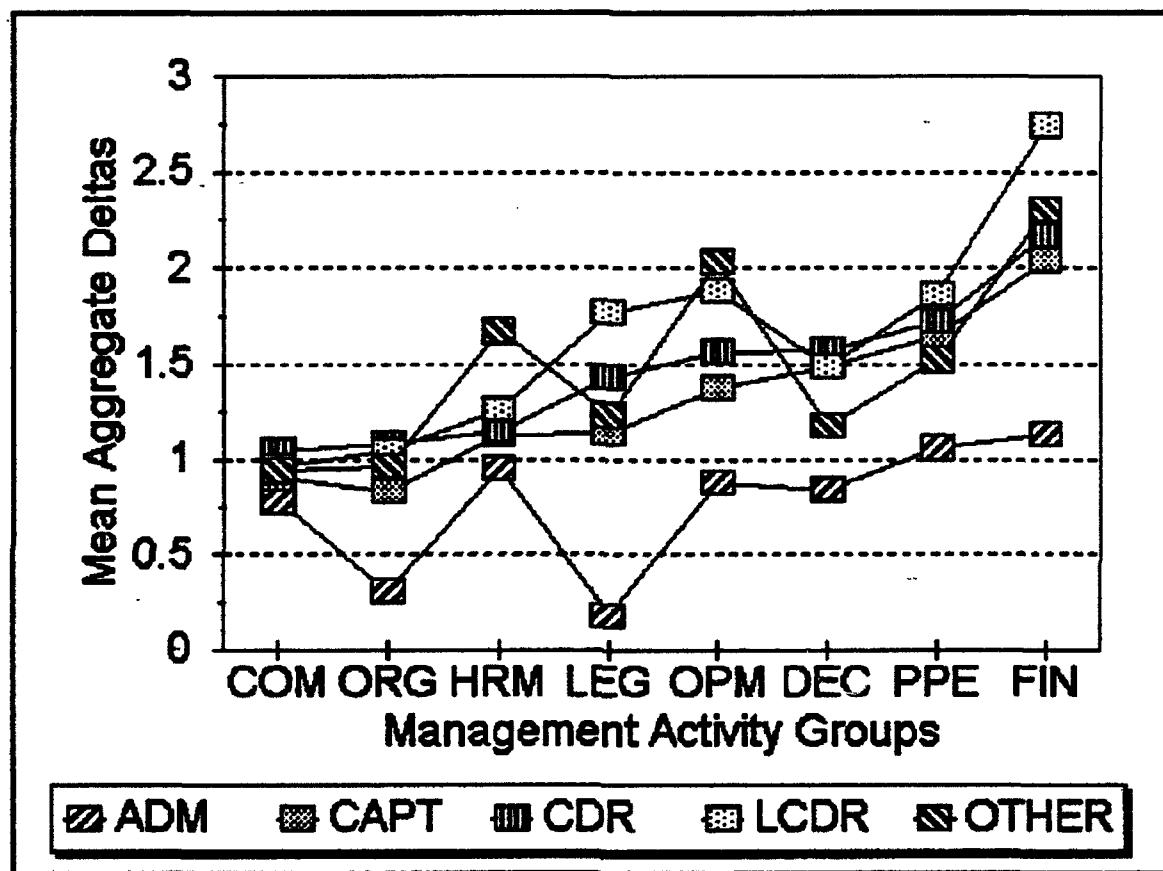


Figure 6  
Aggregate Deltas by Rank

**TABLE XI**  
**AGGREGATE MEANS AND DELTAS BY RANK**

| Management Activity Group | Admiral | Captain | Commander | Lieutenant Commander | Other |
|---------------------------|---------|---------|-----------|----------------------|-------|
| FIN (R)                   | 8.77    | 7.24    | 7.25      | 7.58                 | 6.40  |
| FIN (C)                   | 7.64    | 5.20    | 5.08      | 4.84                 | 4.10  |
| Delta                     | 1.13    | 2.04    | 2.17      | 2.74                 | 2.30  |
| PPE (R)                   | 8.96    | 7.99    | 7.98      | 8.05                 | 7.27  |
| PPE (C)                   | 7.90    | 6.35    | 6.26      | 6.19                 | 5.75  |
| Delta                     | 1.06    | 1.64    | 1.72      | 1.86                 | 1.52  |
| DEC (R)                   | 8.72    | 7.99    | 7.88      | 8.07                 | 7.23  |
| DEC (C)                   | 7.88    | 6.50    | 6.31      | 6.58                 | 6.05  |
| Delta                     | 0.84    | 1.49    | 1.57      | 1.49                 | 1.18  |
| LEG (R)                   | 8.73    | 8.05    | 7.99      | 8.32                 | 7.76  |
| LEG (C)                   | 8.55    | 6.91    | 6.56      | 6.55                 | 6.53  |
| Delta                     | 0.18    | 1.14    | 1.43      | 1.77                 | 1.23  |
| OPM (R)                   | 8.25    | 7.26    | 7.04      | 7.44                 | 7.09  |
| OPM (C)                   | 7.37    | 5.89    | 5.48      | 5.56                 | 5.06  |
| Delta                     | 0.88    | 1.37    | 1.56      | 1.88                 | 2.03  |
| ORG (R)                   | 9.67    | 9.05    | 8.99      | 9.08                 | 8.21  |
| ORG (C)                   | 9.36    | 8.22    | 7.91      | 8.03                 | 7.25  |
| Delta                     | 0.31    | 0.83    | 1.08      | 1.05                 | 0.96  |
| HRM (R)                   | 8.87    | 8.23    | 8.21      | 8.38                 | 8.11  |
| HRM (C)                   | 7.92    | 7.10    | 7.06      | 7.12                 | 6.44  |
| Delta                     | 0.95    | 1.13    | 1.15      | 1.26                 | 1.67  |
| COM (R)                   | 9.76    | 9.07    | 9.10      | 9.01                 | 8.45  |
| COM (C)                   | 8.98    | 8.17    | 8.05      | 8.05                 | 7.51  |
| Delta                     | 0.78    | 0.90    | 1.05      | 0.96                 | 0.94  |

In analyzing rank specific trends, the Admiral (ADM) cohort demonstrates consistently lower deltas between current and required skills than are exhibited by the other cohorts. The obvious exceptions to these trends are the Communications (COM) and Manpower (HRM) management activity groups where the delta values are consistent with those of the other cohorts.

However, as exhibited in Appendix K, the significant variances are associated with the Legal Issues (LEG) management activity group in which the Admiral (ADM) cohort's variance is significant at the 0.05 level from the variance of Captains (CAPT), Commanders (CDR), and Lieutenant Commander (LCDR). The remaining cohorts, Captain, Commander, Lieutenant Commander, and "Other" (OTHER), demonstrate reasonably consistent trends throughout the management activity groups with the Lieutenant Commander cohort exhibiting a slight variation through the Manpower (HRM), Legal (LEG), Operations Management (OPM), and Decision Making (DEC) management activity groups, however, these variances are not statistically significant.

Figure 7 and Figure 8 provide additional illustration concerning the relationship between the current and required skill levels associated with survey responses by rank. In the initial analysis, the Captain (CAPT), Commander (CDR), and Lieutenant Commander (LCDR) cohorts demonstrate distinctly similar patterns in both current and required skill levels, while the Admiral (ADM) cohort demonstrates higher values in both areas. Additionally, the "Other" (OTHER) cohort with the junior respondents of this survey (lieutenants) demonstrates smaller values in both areas, but most impressively in the required skills. The higher values associated with the Admiral cohort are consistent with what would be anticipated from senior executives who have held the multiple executive

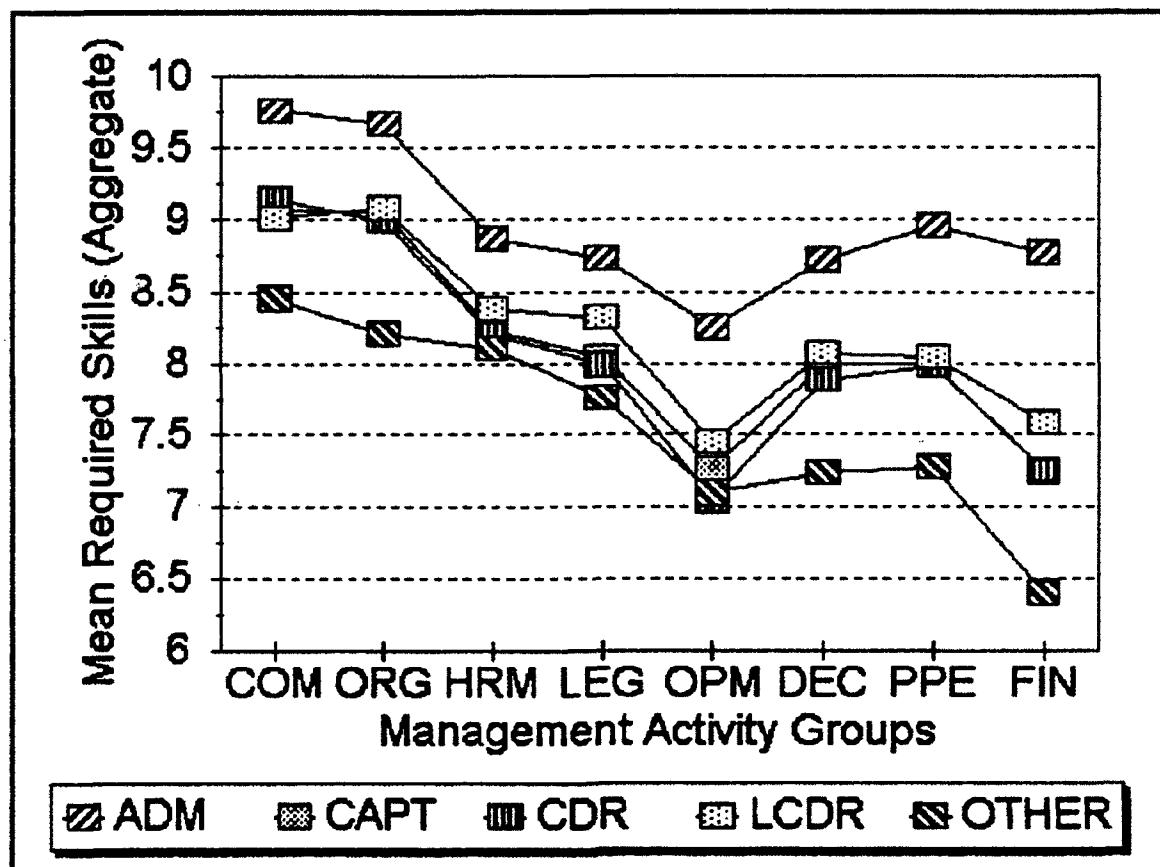
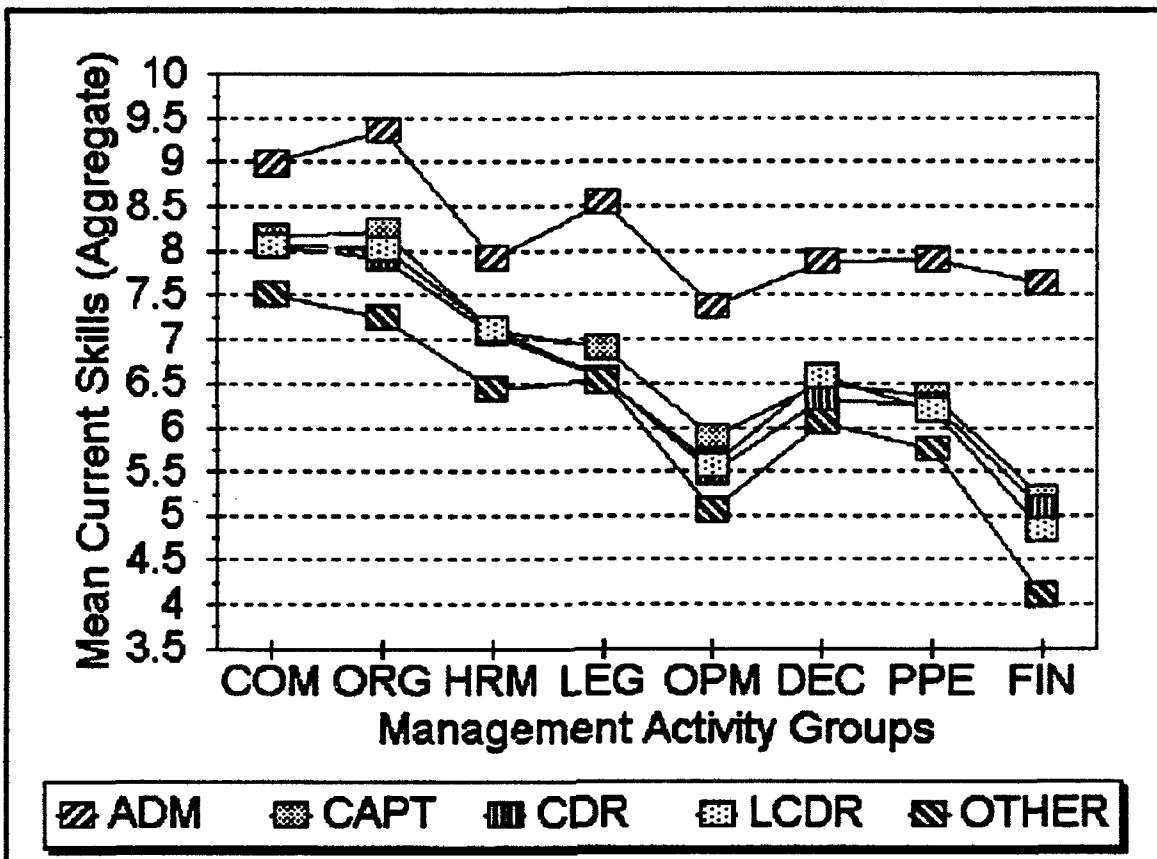


Figure 7  
Mean Required Skills by Rank

management positions necessary for selection to flag rank. Additionally, higher required skill levels would also be expected for such senior and select leadership positions. While it can be argued that a similar trend could be expected from senior Captain and Commander respondents, these cohorts represent the gamut of organizational and career milestones (e.g., senior Medical Corps officer in their first non-clinical position or senior Medical Service Corps officers on their third Commanding Officer tour) and, because of offsetting values, would be expected to measure lower than the admiral cohort in management activities. The lower current



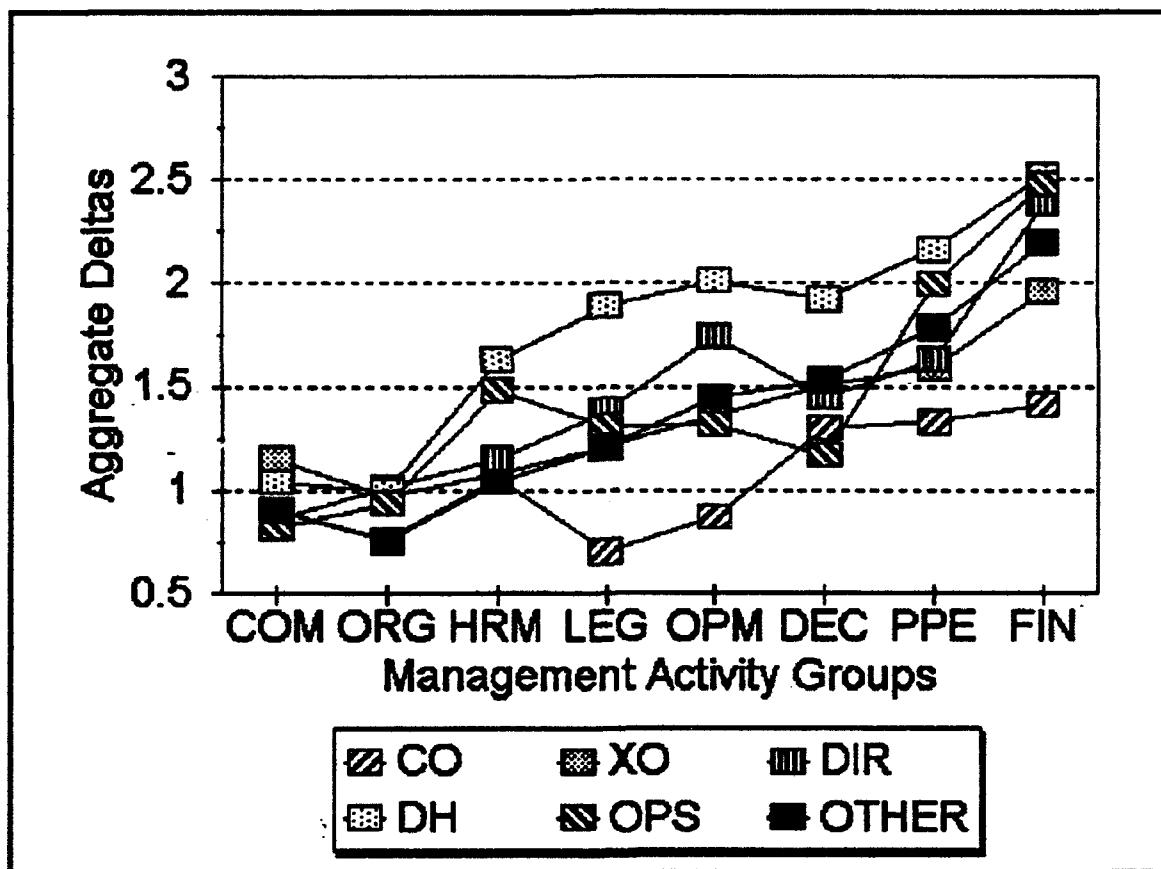
**Figure 8**  
**Mean Current Skills by Rank**

and required skills noted in the "Other" cohort are also consistent with what would be anticipated from junior officers who are responding to survey questions based on what is required in their current rank. As they gain rank the logical assumption would be that the reported required skills would also rise commensurate with the additional responsibilities of the new rank. Likewise it would be anticipated that the current skill levels reported would also rise as the respondent increased their experience levels within Navy Medicine.

### **3. Responses by Organizational Position**

Tables VI, VII, and VIII display the population distribution utilized in the analysis of survey responses by organizational position. All cohorts have remained unchanged and Appendix E provides a breakdown of the response placed in each cohort.

#### **a. Responses by All Organizational Positions**



**Figure 9**  
**Aggregate Deltas by Organizational Position**

Figure 9 provides a graphic representation of the deltas identified in Table XII. Initial analysis of Figure 9

**TABLE XII**  
**AGGREGATE MEANS AND DELTAS BY ORGANIZATIONAL POSITION**

---

| Management Activity Group | CO   | XO   | DIR  | DH   | OPS  | OTHER |
|---------------------------|------|------|------|------|------|-------|
| FIN (R)                   | 7.28 | 7.31 | 7.57 | 7.69 | 6.92 | 6.64  |
| FIN (C)                   | 5.87 | 5.35 | 5.19 | 5.17 | 4.44 | 4.45  |
| Delta                     | 1.41 | 1.96 | 2.38 | 2.52 | 2.48 | 2.19  |
| PPE (R)                   | 7.98 | 8.22 | 8.10 | 7.90 | 7.35 | 7.78  |
| PPE (C)                   | 6.65 | 6.63 | 6.47 | 5.74 | 5.36 | 6.00  |
| Delta                     | 1.33 | 1.59 | 1.63 | 2.16 | 1.99 | 1.78  |
| DEC (R)                   | 7.94 | 8.13 | 8.07 | 7.79 | 7.63 | 7.86  |
| DEC (C)                   | 6.64 | 6.62 | 6.62 | 5.87 | 6.46 | 6.33  |
| Delta                     | 1.30 | 1.51 | 1.45 | 1.92 | 1.17 | 1.53  |
| LEG (R)                   | 8.27 | 8.41 | 8.06 | 8.17 | 8.07 | 7.67  |
| LEG (C)                   | 7.57 | 7.20 | 6.67 | 6.28 | 6.76 | 6.46  |
| Delta                     | 0.70 | 1.21 | 1.39 | 1.89 | 1.31 | 1.21  |
| OPM (R)                   | 7.29 | 7.56 | 7.30 | 7.26 | 6.84 | 6.94  |
| OPM (C)                   | 6.42 | 6.20 | 5.56 | 5.25 | 5.52 | 5.49  |
| Delta                     | 0.87 | 1.36 | 1.74 | 2.01 | 1.32 | 1.45  |
| ORG (R)                   | 9.18 | 9.21 | 9.03 | 8.79 | 9.08 | 8.87  |
| ORG (C)                   | 8.42 | 8.24 | 8.02 | 7.79 | 8.14 | 8.12  |
| Delta                     | 0.76 | 0.97 | 1.01 | 1.00 | 0.94 | 0.75  |
| HRM (R)                   | 8.34 | 8.35 | 8.38 | 8.19 | 7.98 | 7.95  |
| HRM (C)                   | 7.28 | 7.27 | 7.23 | 6.56 | 6.50 | 6.91  |
| Delta                     | 1.06 | 1.08 | 1.15 | 1.63 | 1.48 | 1.04  |
| COM (R)                   | 9.18 | 9.18 | 9.01 | 9.01 | 8.84 | 9.02  |
| COM (C)                   | 8.28 | 8.03 | 8.15 | 7.97 | 8.02 | 8.12  |
| Delta                     | 0.90 | 1.15 | 0.86 | 1.04 | 0.82 | 0.90  |

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reveals overall trends reasonably consistent with those noted in previous analysis. The lowest values continue to be associated with Communication (COM) and Organizational Behavior (ORG) with the deltas associated with Manpower (HRM), Legal (LEG), Operations Management (OPM), Decision Making (DEC), Program, Planning, Evaluation (PPE), and Financial

Management (FIN) indicating an increasing gap between the current and required skills reported. The obvious exception to the overall trends appears to be the Commanding Officer (CO) responses in Legal (LEG) and Operations Management (OPM) where the values are lower than those reported by respondents in all other categories. Additionally, as exhibited in Appendix K, the variances associated with the Commanding Officer cohort demonstrate significant (at the 0.05 level) variance from those reported by Department Heads in the five activities with the highest technical complexity (e.g., Financial Management, Program, Planing and Evaluation, and Legal Issues). Some additional variance is also noted between the Commanding Officer and Directors in Financial Management, Legal, and Operations Management. In all technically complex activities the Commanding Officers demonstrate lower gaps between current and required skills than those demonstrated by other cohorts with the deltas converging in Communications, Organizational Behavior, and Manpower. However, this is consistent with what would be expected from Commanding Officers who have served in Department Head, Director, and Executive Officer billets as career development milestones before becoming Commanding Officers. The basic assumption would be that the lower deltas demonstrated by the Commanding Officer would be attributable to the significant level of experience required for selection to such a position.

Figures 10 and 11 provide additional illustration concerning the relationship between the current and required skill levels associated with survey responses by organizational position. However, the trends are not as easily identifiable as in previous analysis by corps and rank. However, the current and required skills reported by

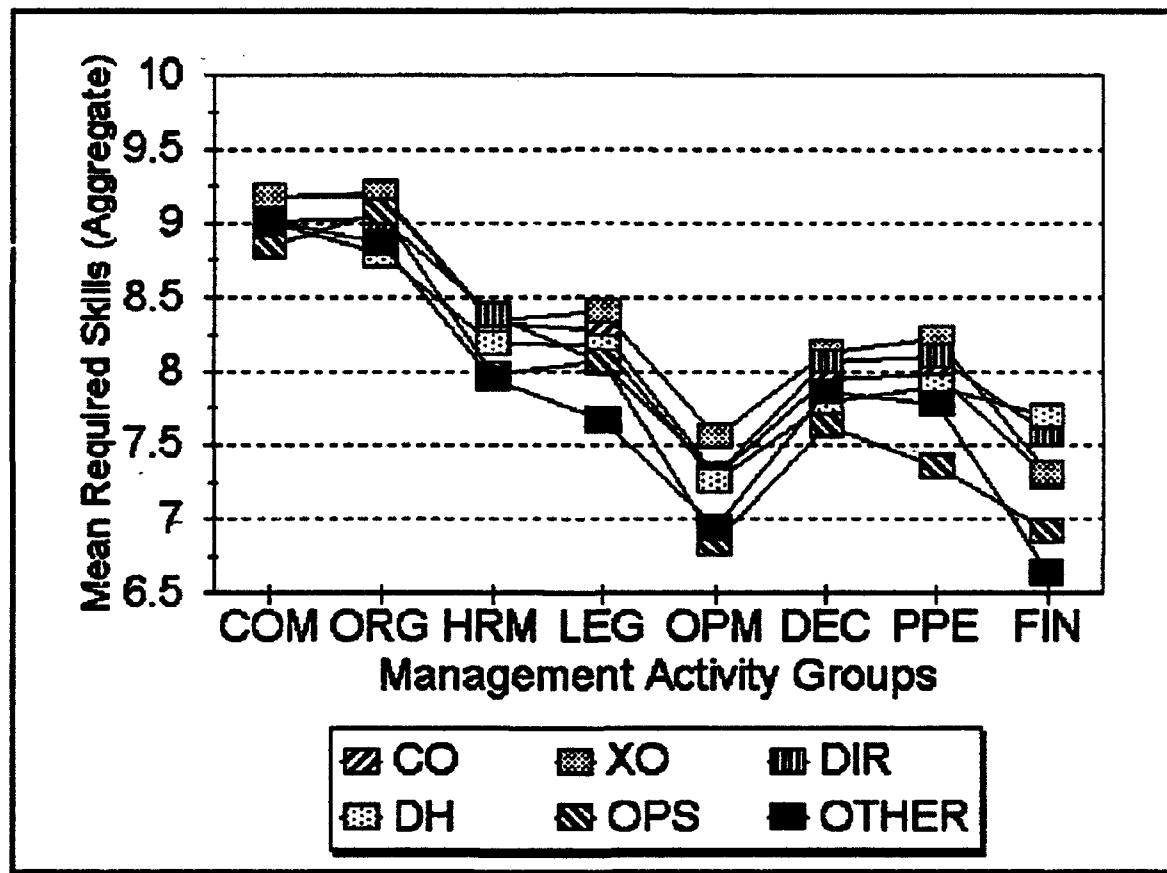


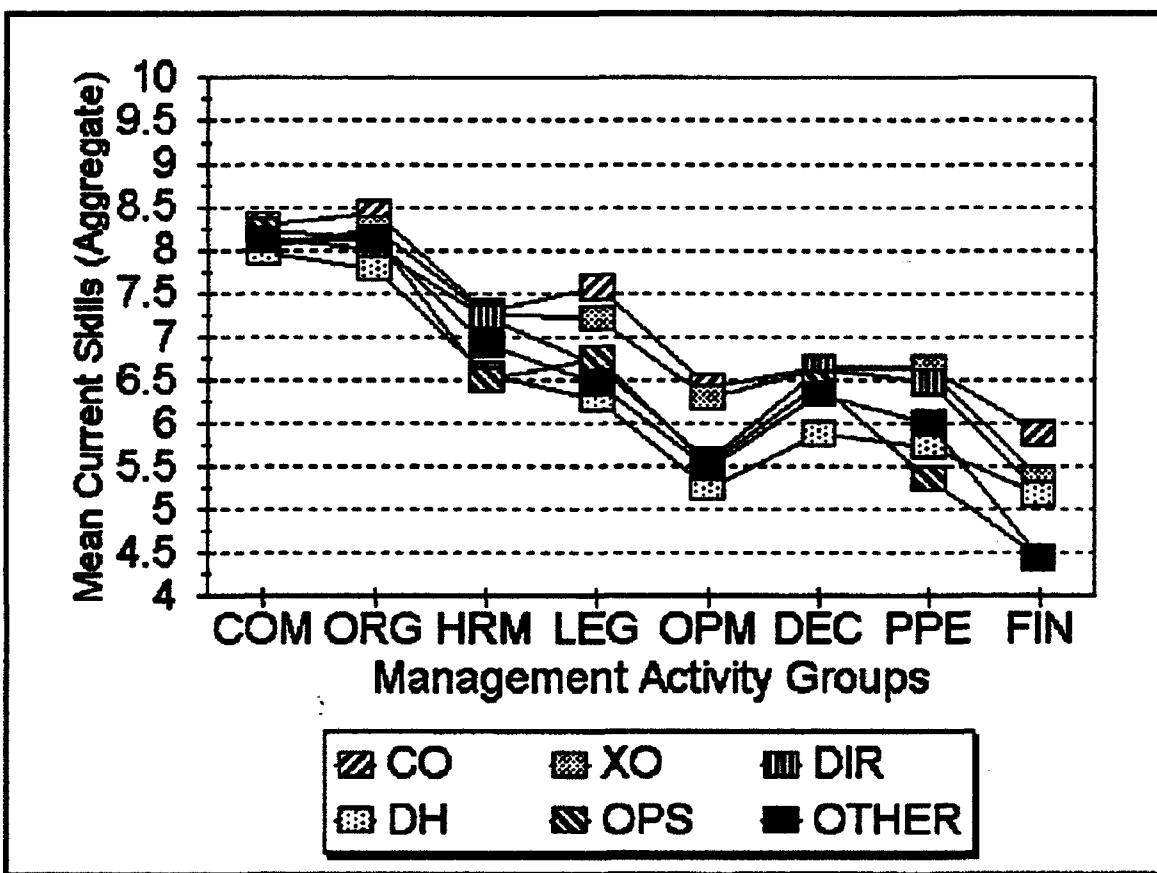
Figure 10  
Mean Required Skills by Organizational Position

Commanding Officers and Executive Officers demonstrate a small but consistent trend of being higher in the current skill category while following the general trends exhibited by other cohorts in required skills. Again, this may be attributable

to the higher level of experience associated with the command development process.

**b. Responses by Commanding Officer and/or Executive Officer Experience and Commanding Officer Experience**

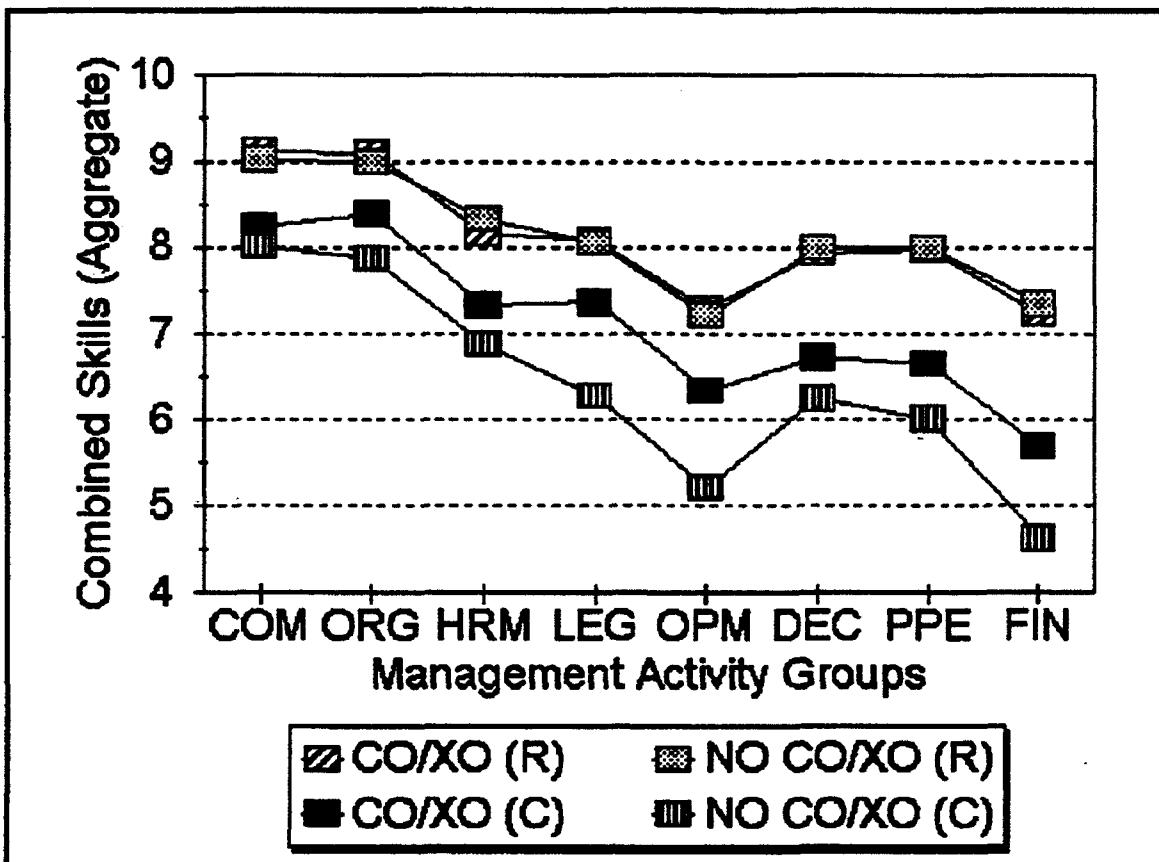
In the previous section a general trend was discussed in which the Commanding Officer respondents demonstrated a slightly higher level of current skill in all areas when compared to the other, more junior, organizational positions. The implicit logic appears to be that as the respondent progresses through organizational positions he/she



**Figure 11**  
Mean Current Skills by Organizational Position

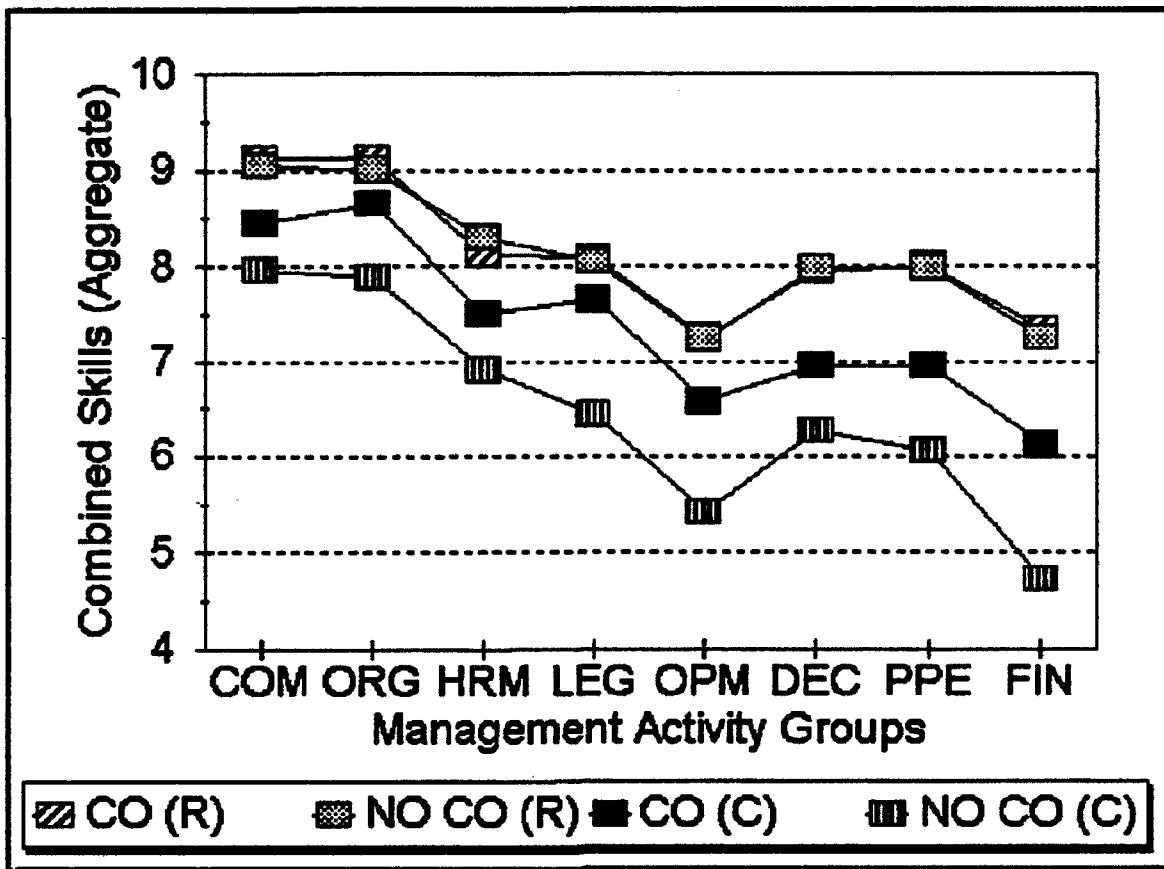
gains experience and knowledge in the managerial activities associated with each increase in organizational position. This is particularly true if the premise that each new assignment is a "career development milestone" that prepares the incumbent for the next step in the executive ladder toward command is accepted as the norm in officer career development within the Navy Medical Department. If it is, then the next logical step is to compare the respondents with Commanding Officer and/or Executive Officer experience against respondents without such experience. Additionally, the respondents indicating Commanding Officer experience should also be compared with those who do not. In this manner, the assumption that the required skills and current skill levels for individuals with command level experience are higher than those demonstrated by individuals in "career development" positions can be evaluated.

Figures 12 and 13 provide a graphic representation of the current and required means outlined in Table XIII with deltas illustrated visually by the differences between the current and required skills. However, the deltas associated with Commanding Officer experience are consistently lower in all areas while the No-Commanding Officer experience deltas remain essentially the same as those shown for the No-Commanding Officer and/or Executive Officer experience. In both cases, Commanding Officer experience or Commanding Officer and/or Executive Officer experience, the differences



**Figure 12**  
**Mean Combined Skills by Commanding Officer and/or Executive Officer Experience**

In both tables, the trends associated with required skills and current skills are essentially mirror images. Between the respondents indicating experience and those indicating no experience remain significant at the 0.05 level (Appendix E) with the exception of Communications (COM). In summary, the only discernable difference between the individuals with Commanding Officer experience and those with Commanding Officer and/or Executive Officer experience is a improvement in the deltas between current and required skills for the slight skill levels anticipated from a cohort that encompasses



**Figure 13**  
**Mean Combined Skills by Commanding Officer Experience**

Commanding Officer cohort. This is consistent with the higher only individuals with Commanding Officer experience. In the case of the Commanding Officer and/or Executive Officer cohort, while the cohort contains the same Commanding Officer respondents, the additional Executive Officer respondents who have no Commanding Officer experience would be anticipated to report lower skill levels based on their more "limited" experience in senior executive positions.

**TABLE XIII**

**COMBINED MEANS AND DELTAS BY COMMANDING OFFICER AND/OR  
EXECUTIVE OFFICER EXPERIENCE AND COMMANDING OFFICER EXPERIENCE**

| Management Activity Group | CO/XO Experience | NO CO/XO Experience | CO Experience | No CO Experience |
|---------------------------|------------------|---------------------|---------------|------------------|
| FIN (R)                   | 7.22             | 7.34                | 7.34          | 7.25             |
| FIN (C)                   | 5.69             | 4.62                | 6.12          | 4.72             |
| Delta                     | 1.53             | 2.72                | 1.22          | 2.53             |
| PPE (R)                   | 7.98             | 8.00                | 8.01          | 7.98             |
| PPE (C)                   | 6.65             | 6.01                | 6.95          | 6.05             |
| Delta                     | 1.33             | 1.99                | 1.06          | 1.93             |
| DEC (R)                   | 7.94             | 8.00                | 7.95          | 7.98             |
| DEC (C)                   | 6.72             | 6.24                | 6.95          | 6.26             |
| Delta                     | 1.22             | 1.76                | 1.00          | 1.72             |
| LEG (R)                   | 8.07             | 8.06                | 8.09          | 8.06             |
| LEG (C)                   | 7.36             | 6.27                | 7.66          | 6.44             |
| Delta                     | 0.71             | 1.79                | 0.43          | 1.62             |
| OPM (R)                   | 7.28             | 7.21                | 7.26          | 7.24             |
| OPM (C)                   | 6.33             | 5.21                | 6.57          | 5.42             |
| Delta                     | 0.95             | 2.00                | 0.69          | 1.82             |
| ORG (R)                   | 9.09             | 8.99                | 9.13          | 9.00             |
| ORG (C)                   | 8.39             | 7.87                | 8.65          | 7.89             |
| Delta                     | 0.70             | 1.12                | 0.48          | 1.11             |
| HRM (R)                   | 8.17             | 8.32                | 8.12          | 8.30             |
| HRM (C)                   | 7.32             | 6.87                | 7.49          | 6.91             |
| Delta                     | 0.85             | 1.45                | 0.63          | 1.39             |
| COM (R)                   | 9.11             | 9.02                | 9.12          | 9.05             |
| COM (C)                   | 8.24             | 8.01                | 8.45          | 7.97             |
| Delta                     | 0.87             | 1.01                | 0.67          | 1.08             |

#### **IV. CONCLUSIONS AND RECOMMENDATIONS**

The primary hypothesis under consideration throughout this thesis is that a gap between the perceived executive management requirements and the corresponding level of executive management capability exists within Navy Medicine and varies across health care communities, ranks, and organizational positions. Having completed the initial analysis of the survey responses, the following conclusions and recommendations are presented.

##### **A. RESEARCH CONCLUSIONS**

###### **1. The Perceived Executive Management Requirements and Corresponding Level of Perceived Management Capabilities Reported by the Respondents**

The survey analysis presented in Chapter III demonstrates a consistent gap between the current executive management capabilities reported by the respondents and the required level of executive management skill they perceive as being required for an executive in their current positions. This gap, or delta, is evident across all categories and analysis of the mean aggregate values indicates that the current capabilities consistently fail to meet the reported level of skill required for the position. The smallest gaps between current and required skills are reported in the strongly interpersonal management activities of Communication and Organizational Behavior while the more technically complex

management skills of Financial Management, Decision Making, Operations Management, and Program, Planning, and Evaluation show the largest. Again, the emphasis on communications and organizational behavior is consistent with the personal interaction and individual leadership skills associated with the two activities, skills that are utilized daily at all levels of Navy Medicine in the provision of patient care. On the other hand, as the ability to utilize the "in-house experts" increases with the technical nature of the management activity, the perceived need for higher levels of personal knowledge is reduced.

As summarized in Chapter III, the implicit logic is that senior health care executives respond to executive leadership requirements in a manner consistent with Mintzberg's "Strategic Apex" (Mintzberg, p. 25) and the executive skills outlined in Sieveking, Nicholas, and Woods in 1992 and Mann and Standenmeyer in 1990. While a broad spectrum of the technically complex management skills are necessary to function in complex health care organizations, the strongest emphasis remains on the interpersonal skills associated with organizational behavior, human resources management, and communications. As senior executives recognize that they cannot be the "subject matter experts" for all the technical and organizational knowledge in an organization, their emphasis on the "softer" management skills acknowledges their importance in the negotiating,

coordinating, and leading necessary to accomplish the organizations goals.

**2. The Comparative Trends in Perceived Executive Management Requirements and Capabilities Between Medical Communities**

The Medical Corps, Dental Corps, and Medical Service Corps-Allied Health cohorts demonstrated similar trends in the survey responses and provide little observable variance. However, the Nurse Corps reported significantly larger gaps between current and required skills than those demonstrated by all other health care community cohorts. While reporting current skill levels similar to the other cohorts, these larger gaps are directly related to the higher level of required skills reported in each management activity in comparison with the other cohorts. In other words, it can be argued that the current skill levels reported by the Nurse Corps are consistent with those reported by the other health care communities, and that the significance of the gaps should be attributed to the higher level of importance the Nurse Corps assigns to required skills. However, based on the assumption that the individual respondent has a reasonable understanding of his/her personal skill levels, based on corps specific paradigms, in comparison to those required of their position, the size of the gaps may provide a better measure of the corps specific issues than one based strictly on the comparison of current and required skill levels.

The Medical Service Corps-Health Care Administration cohort reported significantly smaller gaps between current and required skills. In this case the required skill levels remain consistent with those of the Medical Corps, Dental Corps, and Medical Service Corps-Allied Health and the smaller gaps are attributed to the higher current skill levels reported by the cohort. However, this higher level of current skills in management activity groups that are consistent with the training and experience of health care administrators is not unexpected.

### **3. The Comparative Trends in Perceived Executive Management Requirements and Capabilities Reported by Rank**

While the Captain, Commander, and Lieutenant Commander cohorts demonstrated distinctly similar patterns in both current and required skill levels, the Admiral cohort reported higher values in both skill areas while also demonstrating the lowest gaps between current and required skills for all rank cohorts. However, the higher skill values of the Admiral cohort are consistent with what would be expected in such senior and select leadership positions and from the executive development inherent in the process of selection to flag rank. While it can also be argued that a similar trend could be expected from the Captain and Commander respondents, these cohorts represent the gamut of organizational and career milestones and, because of offsetting values, would be expected to measure lower than the Admiral cohort in management activities.

It is also interesting to note that the junior respondents of this survey (eleven lieutenants and one master chief) reported lower values in both current and required skills, but most impressively in required skills. These lower skill levels are consistent with what would be anticipated from junior officers answering a survey concerning what is required in their current position and rank. As they gain rank the logical assumption would be that the reported required skills would also rise commensurate with the additional responsibilities of the new rank.

#### **4. The Comparative Trends in Perceived Executive Management Requirements and Capabilities Reported by Organizational Position**

While the Commanding Officer cohort demonstrates lower gaps between current and required skills, and higher current skills, when compared to individual organizational position cohorts, the significant comparison appears to be the difference between respondents having Commanding Officer and/or Executive Officer experience and those that do not. The respondents having no experience as Commanding Officers and/or Executive Officers consistently demonstrated larger gaps between the current and required executive management skills. However, the stronger skills associated with the respondents who report command level experience are attributable to the experience gained in attaining the career milestones necessary for selection to such positions. The implicit logic is that when the health care executive makes

the transition from director, or another position of similar responsibility, to Executive Officer/Commanding Officer positions, they have developed a group of skills that set them apart from the other cohorts and have made the transition from the more parochial administrative management of a narrower organizational structure to the statesman level of institutional leadership.

##### **5. Additional Conclusions and Comments**

It should be emphasized that the primary purpose of the survey questionnaire was to provide the basic needs assessment for executive development training requirements within Navy Medicine on a task and personal basis. As a result, it is through the analysis of the trends associated with the gaps between the current and required skill levels that the NPS team can highlight who would benefit from an executive development program and at what point in their career the most benefit could be derived. Accepting that the gaps between the current and required skills decrease as the individual gained rank, organizational position, and experience, the logical outcome would be to develop a targeted, modular, executive development approach that would provide the appropriate education and experience early in an individual's career. This intervention would logically improve the managerial performance of the individual at an earlier stage and, subsequently, enhance their ability to

contribute to the overall success of Navy Medicine for a longer period during their career.

#### **B. RECOMMENDATIONS**

The following recommendations are made based on the analysis provided in Chapter III and the conclusions provided in this chapter:

1. While the aggregate means demonstrate consistent gaps between the current level of skill and the required level in which the current skill is the lower of the two, the high and low values identified with the mean values provided in Appendix I identify multiple negative values. In other words, some respondents report having higher current skills than are required for the job. The identification of the trends associated with these negative responses is recommended to assist in targeting training needs.
2. In developing a modular approach to the executive development program the grouping of like skill requirements is integral to the successful development of a training module. Further trend development using factor analysis will greatly assist in the definition of like groups that are applicable to the training process.
3. The analysis in this thesis was limited to the corps, rank, and organizational position cohorts. Analysis utilizing career lengths, time in Commanding Officer positions, facility size, and other cohorts would provide additional information for the identification of executive development requirements and greatly assist in the development of a training profile for Navy Medical Department Personnel.
4. Additional analysis of such factors as the impact of management short course training on the management skill levels should be pursued. Again, the use of factor analysis should be considered.

**APPENDIX A**  
**BUMED INTERVIEW RESPONSES**

| <b>FINANCIAL MANAGEMENT</b>  | <b>Number</b> | <b>Percent</b> |
|--|---------------|----------------|
| Financial management   | 58            | 72             |
| Budget processes   | 55            | 68             |
| Contracting  | 38            | 48             |
| Knowledge of civilian health care (trade offs of alternative delivery systems) | 22            | 27             |
| Negotiation  | 18            | 23             |
| Accounting   | 12            | 15             |
| Third party payers   | 11            | 14             |
| Allocate resources   | 9             | 11             |
| TQL statistics   | 8             | 10             |
| Statistics   | 8             | 10             |
| Control systems  | 7             | 8              |
| Alternative resources for service deliver                                      | 6             | 7              |
| Cost-benefits analysis   | 6             | 7              |

| <b>PROGRAM PLANNING AND EVALUATION</b>        |
|---|
| Systems perspective within hospital, Navy     |
| Medicine, and DoD                             |
| Strategic Planning                            |
| Analysis of customer needs                    |
| QA  |
| Goal setting                                  |
| Market analysis                               |
| Measuring program effectiveness/ productivity |

| <b>DECISION MAKING/PROBLEM SOLVING</b>  |
|---|
| Decision making                         |
| Management information systems          |
| Quantitative analysis                   |
| Participative decision making           |
| Decision analysis                       |
| Computer skills/literacy, spread sheets |
| Problem solving                         |
| Risk assessment                         |
| PERT                                    |

| <b>LEGAL ISSUES</b>  | <b>Number</b> | <b>Percent</b> |
|--|---------------|----------------|
| Legal issues   | 20            | 25             |
| Military justice   | 20            | 25             |
| Legislative processes  | 9             | 11             |
| <b>OPERATIONAL MANAGEMENT ISSUES</b>                                 |               |                |
| Material management/supply   | 12            | 15             |
| Navy line needs  | 9             | 11             |
| Facilities management  | 6             | 7              |
| Hospital administration  | 6             | 7              |
| Inventory  | 3             | 3              |
| Environmental/safety issues  | 2             | 2              |
| <b>ORGANIZATIONAL BEHAVIOR</b>                                       |               |                |
| People skills  | 40            | 50             |
| Leadership   | 32            | 40             |
| Teambuilding   | 29            | 36             |
| Develop and communicate vision                                       | 28            | 35             |
| Coaching, teaching, developing, mentoring                            | 23            | 28             |
| Conflict management  | 23            | 28             |
| Empowerment  | 20            | 25             |
| Motivation   | 19            | 24             |
| Generalist orientation (vs. parochialism)                            | 19            | 24             |
| Building trust   | 18            | 23             |
| Paradigm busting, taking risks                                       | 18            | 23             |
| Delegation   | 17            | 21             |
| Management or organization theory                                    | 17            | 21             |
| Managing change  | 16            | 20             |
| MBWA   | 16            | 20             |
| Group dynamics   | 16            | 20             |
| Role/scope of CO/XO job  | 13            | 16             |
| Knowledge of excellent practices in civilian sector                  | 8             | 10             |
| Organizational structure   | 8             | 10             |
| Ethics   | 8             | 10             |
| Positive culture/climate   | 7             | 8              |
| Counseling   | 5             | 6              |
| Influence strategies   | 4             | 5              |
| Theory Y   | 1             | 1              |
| <b>PERSONNEL AND HUMAN RESOURCE MANAGEMENT</b>                       |               |                |
| Management of civilian & military personnel according to regulations | 48            | 60             |
| Manpower planning/staffing   | 14            | 17             |
| Labor relations  | 8             | 10             |
| T&D planning   | 1             | 1              |

| <b>COMMUNICATION</b>        | <u>Number</u> | <u>Percent</u> |
|-----------------------------|---------------|----------------|
| Communications              | 39            | 48             |
| External communications, PR | 37            | 46             |
| Writing skills              | 22            | 28             |
| Listening skills            | 21            | 26             |
| Meeting Management          | 15            | 18             |
| Networking                  | 8             | 10             |
| Giving feedback             | 7             | 8              |

## APPENDIX B

### **MANAGING A MILITARY MEDICAL TREATMENT FACILITY: A SURVEY OF EDUCATIONAL NEEDS**

This survey is designed to assess your perception of the knowledge and ability required to effectively manage health care facilities, now and in the future. We will use the results of the survey to design executive management education programs.

The survey is based on the views and beliefs of over 100 Navy Medical Department executive managers, elicited through interviews and a pretesting process. As a result, survey questions represent management knowledge and abilities that were most frequently expressed as necessary for managing medical treatment facilities.

Your responses to this survey will become part of the aggregate of responses from others currently serving in executive management positions throughout the Navy Medical Department. The combined results will allow us to quantify the importance of each management skill area.

All information gathered by this survey will be collated, in the aggregate, for statistical use only. The anonymity of each survey participant is assured since no need exists, and no effort will be made, to identify the participants.

Please do the following:

1. Follow the instructions provided in the survey.
2. Complete this survey within five (5) working days.
3. Return your completed survey in the pre-addressed envelope provided for that purpose.

If you have any questions, contact Adj. Research Professor Ken Orloff at (408) 646-3339 or (DSN) 878-3339.

Thank you for your participation.

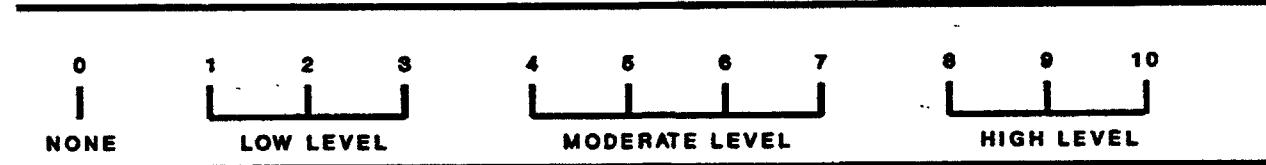
## **MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART I**

This survey has two purposes. It is designed to measure:

- 1) Your current level of managerial skills.
- 2) Your perception of the required level of skills for an executive in your role.

Using the scale, rate each of the following managerial activities in terms of your current level of knowledge or ability. A "0" indicates that you have no knowledge or ability in this area. A rating of "1" to "3" indicates a low level of knowledge or ability, a rating of "4" to "7" indicates a moderate level, and a rating of "8" to "10" indicates a high level. Use the numbers within a category to indicate your position more precisely. (Put your ratings in the column labeled "Current Skill Level".)

Then, using the same scale, rate the same managerial activities in terms of the required level of knowledge or ability necessary to function effectively as an executive in your role. (Put your rating in the column labeled "Required Skill Level".)



### **CURRENT SKILL LEVEL    REQUIRED SKILL LEVEL**

\_\_\_\_\_   \_\_\_\_\_

\_\_\_\_\_   \_\_\_\_\_

\_\_\_\_\_   \_\_\_\_\_

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### **FINANCIAL/RESOURCE MANAGEMENT**

1. Interpreting financial statements, e.g., OPTAR, MEPR, NC2198, etc.
2. Recognizing funding sources and limitations of their uses.
3. Evaluating operating (O&M,N) and capital (OP,N) budgets and monitoring their execution.
4. Knowing the resource management advantages and drawbacks of alternative health care delivery systems.
5. Maximizing benefits from third party payer (e.g., insurance companies) reimbursements.
6. Working with the procurement system (negotiating, contracting, evaluating bids, acquiring goods and services).
7. Understanding cost-benefit analysis techniques (make or buy decisions, cost-effective trade-offs).

### **PROGRAM PLANNING AND EVALUATION**

8. Managing a planning process: using models and methods of both strategic and business planning.
9. Understanding methods for evaluating the effectiveness and efficiency of various programs.
10. Evaluating and applying market analysis strategies, including methods to analyze customer needs.
11. Employing quality improvement principles and methods.

## **MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART I**



### **CURRENT SKILL LEVEL, REQUIRED SKILL LEVEL**

- \_\_\_\_\_      \_\_\_\_\_
12. Understanding the interrelationships of departments and functions of military treatment facilities, i.e., the systems-perspective.
- \_\_\_\_\_      \_\_\_\_\_
13. Assessing the quality and usefulness of available information when faced with complex problems.
- \_\_\_\_\_      \_\_\_\_\_
14. Deciding the extent to which others should be included in decision making.
- \_\_\_\_\_      \_\_\_\_\_
15. Using decision making techniques/problem solving approaches and methods.
- \_\_\_\_\_      \_\_\_\_\_
16. Using management information systems technologies to solve complex problems.
- \_\_\_\_\_      \_\_\_\_\_
17. Using statistical tools in planning and day-to-day decision making.
- \_\_\_\_\_      \_\_\_\_\_
18. Understanding the strengths and weaknesses of the statistical techniques that comptrollers or quality assurance analysts most often use.
- \_\_\_\_\_      \_\_\_\_\_
19. Understanding how information systems are designed to meet information needs.
- \_\_\_\_\_      \_\_\_\_\_
20. Analyzing risks/alternatives.
- \_\_\_\_\_      \_\_\_\_\_
- LEGAL ISSUES**
- \_\_\_\_\_      \_\_\_\_\_
21. Knowing what constitutes a violation of the Uniform Code of Military Justice (UCMJ).
- \_\_\_\_\_      \_\_\_\_\_
22. Knowing what non-judicial punishments are available under the UCMJ.
- \_\_\_\_\_      \_\_\_\_\_
23. Initiating appropriate actions for UCMJ violations.
- \_\_\_\_\_      \_\_\_\_\_
24. Knowing administrative separation authority and procedures.
- \_\_\_\_\_      \_\_\_\_\_
25. Having a working knowledge of liability, both hospital and professional.
- \_\_\_\_\_      \_\_\_\_\_
26. Having a working knowledge of environmental impact issues.

## **MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART I**

0  
|  
NONE

1      2      3  
|      |  
LOW LEVEL

4      5      6      7  
|      |  
MODERATE LEVEL

8      9      10  
|      |  
HIGH LEVEL

### **CURRENT SKILL LEVEL   REQUIRED SKILL LEVEL**

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### **OPERATIONS MANAGEMENT ISSUES**

27. Understanding the impact of OSHA requirements on hospital operations.

28. Evaluating the merit of proposals to acquire new technology.

29. Understanding the opportunities and limitations of the DoD/DoN materials management system.

30. Overseeing equipment management programs.

31. Ensuring proper execution of security requirements for the physical plant.

32. Overseeing facilities management.

### **ORGANIZATIONAL BEHAVIOR**

33. Understanding the support requirements of the operating forces.

34. Developing and communicating a vision for the command.

35. Empowering individuals and work groups.

36. Developing a non-parochial/"generalist" perspective.

37. Building trust.

38. Managing change.

39. Managing conflict.

40. Building teamwork.

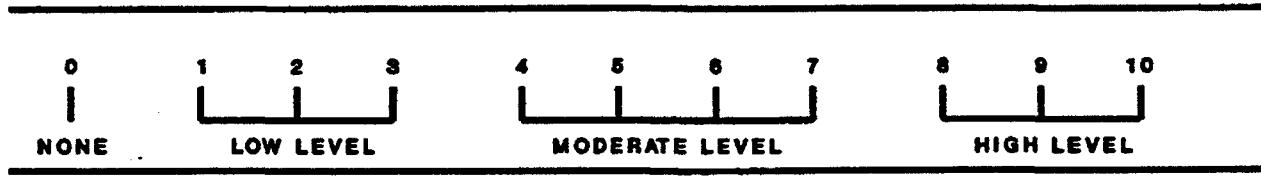
41. Developing a positive organizational climate/culture.

42. Motivating people.

43. Employing coordinating mechanisms (e.g., teams, task forces, ad hoc work groups).

44. Developing subordinates: coaching, teaching, mentoring.

## **MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART I**



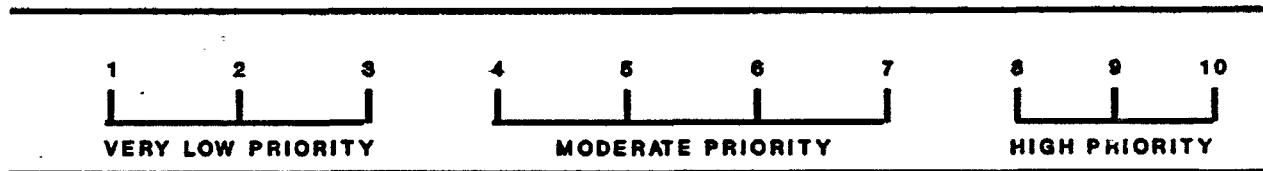
**CURRENT SKILL LEVEL      REQUIRED SKILL LEVEL**

COMMUNICATION

|       |       |  |
|-------|-------|--|
| _____ | _____ | 53. Writing effectively.   |
| _____ | _____ | 54. Giving positive and negative feedback.   |
| _____ | _____ | 55. Delivering effective oral presentations.   |
| _____ | _____ | 56. Listening effectively.   |
| _____ | _____ | 57. Building and maintaining working and support relationships outside your institution. |
| _____ | _____ | 58. Representing the organization to external groups, e.g., public relations functions.  |
| _____ | _____ | 59. Fostering a climate of open communication.   |
| _____ | _____ | 60. Conducting meetings effectively.   |

## **MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART I**

If a management education program were to be developed for an executive in your role, what level of need would you attach to providing education in each of the following managerial activity groups. Using the scale below, a rating of "1" to "3" indicates a very low level, a rating of "4" to "7" indicates a moderate level, and a rating of "8" to "10" indicates a very high level. Use the numbers within a category to indicate more precisely the level of need.



| <u>PRIORITY</u> | <u>MANAGERIAL ACTIVITY GROUPS</u>      |
|-----------------|--|
| _____           | Financial/Resource Management          |
| _____           | Program Planning and Evaluation        |
| _____           | Decision Making/Problem Solving        |
| _____           | Legal Issues                           |
| _____           | Operations Management Issues           |
| _____           | Organizational Behavior                |
| _____           | Manpower and Human Resource Management |
| _____           | Communication                          |

Please provide below any additional comments you may have.

## **MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART II**

In addition to the "managerial skill level" questionnaire you have just completed, please provide the demographic data and management education information requested below.

This information is part of the data collection effort and will be collated, in the aggregate, for statistical use only. The anonymity of each survey participant is assured since no need exists and no effort will be made to identify individuals participating in this survey.

**Instructions:** Please check only those blocks that apply in your individual case and legibly complete any other information in the underlined spaces provided for that purpose.

(1) **Demographic Data** - blocks involving subspecialty codes should be completed only where codes are formally assigned to you as an individual.

(2) **Management Education/Training** - check only those courses/programs you have successfully completed.

### **DEMOGRAPHIC DATA**

1. Rank: \_\_\_\_\_

2. Gender:  Male  Female

3. Designator:  21xx  23xx  Other \_\_\_\_\_  
 22xx  29xx

4. Subspecialties: \_\_\_\_\_  
(List by code if known)

5. Length of active commissioned service: Years \_\_\_\_\_ Months \_\_\_\_\_

6. Degrees completed:  Bachelors - Major \_\_\_\_\_  
 Masters - Major \_\_\_\_\_  
 Doctorate - Major \_\_\_\_\_

7. Current position/title \_\_\_\_\_

8. Facility Size: Beds (Set-up): \_\_\_\_\_

Outpatient Visits (Annual): \_\_\_\_\_

Teaching Hospital:  Yes  No

Family Practice Residency Only  Yes  No

9. Time served in current position:

Less than 6 months  6-12 months  Greater than 36 months  
 12-24 months  24-36 months

10. Total months service (past and present) in Commanding Officer billets: \_\_\_\_\_

Total months service (past and present) in Executive Officer billets: \_\_\_\_\_

11. Years in current geographical location: \_\_\_\_\_

12. Number of prior managerial positions: \_\_\_\_\_

(managerial = >50% of time involved in managerial (non-clinical) tasks)

13. Years service in managerial positions: \_\_\_\_\_

## **MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART II**

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### **MANAGEMENT EDUCATION/TRAINING BACKGROUND**

#### **DOD Postgraduate Education Programs**

- Armed Forces Staff College
  - Industrial College of the Armed Forces
  - Naval Postgraduate School
    - Financial Management
    - Manpower Planning, Training, Analysis
    - Information Systems Management
    - Operations Research
    - Logistics
  - Army-Baylor University
  - Naval War College
    - Command and Staff
    - Naval Warfare
  - Marine Corps Command and Staff College
  - Other Intermediate/Senior Service Schools: \_\_\_\_\_
- 
- 

#### **Other Traditional Undergraduate/Graduate Management Programs**

- MHA
- MPH
- MBA
- BS (HCA)
- BBA
- Other \_\_\_\_\_

#### **Non-Traditional Postgraduate/Executive Management Programs**

- Univ Wisconsin - Madison (MS Admin Medicine)
- Physicians in Management (PIM) Series, ACPE
- Management Education for Physicians (MEP), ACMGA
- Univ North Carolina - Kron Scholar Program
- Cornell Univ - Health Executives Development Program
- Johnson & Johnson - Wharton Fellows Program for Nurses
- Estes Park Institute (annual seminar)
- Other \_\_\_\_\_

## **MANAGING A MILITARY MEDICAL TREATMENT FACILITY - PART II**

### **MANAGEMENT EDUCATION/TRAINING BACKGROUND (cont)**

#### **Service Short Courses**

- Prospective Commanding Officer/Executive Officer
- Interagency Institute for Federal Health Care Executives
- Leader Development (LMET)
  - Command
  - Senior
  - Intermediate
- Strategic Medical Readiness and Contingency
- Management Development
- Financial & Material Management
- Patient Services Administration
- Plans, Operations and Medical Intelligence
- Manpower Management
- Professional Military Comptroller
- Senior Leaders Seminar (TQL)
- Other \_\_\_\_\_

### **MANAGEMENT CERTIFICATION/ FELLOWSHIP**

- ABMM (Board Certified)
- ACHE (Fellow)
- ACMGA (Fellow)
- ACPE (Fellow)
- AAMA (Fellow)
- Other \_\_\_\_\_

Thank you for your participation in this study. Results will form an integral part of research efforts directed at identifying the knowledge and skills needed to effectively manage health care facilities, now and in the future.

Please return your completed survey (both Parts I & II) in the envelope provided for that purpose to the following address:

**SUPERINTENDENT Code AS/Or  
Naval Postgraduate School  
Monterey, CA 93943-5000**



## APPENDIX C

## DEPARTMENT OF THE NAVY

BUREAU OF MEDICINE AND SURGERY  
WASHINGTON, D.C. 20372-5120

IN REPLY REFER TO

1520  
Ser OOMCB  
10 Nov 92

From: Chief, Bureau of Medicine and Surgery  
To: Senior Medical Department Officers  
Subj: NEEDS ASSESSMENT FOR EXECUTIVE MANAGEMENT EDUCATION  
Encl: (1) Survey: Managing a Military Medical Treatment Facility

1. Health Care, as a delivery system and a profession, is rapidly evolving to accommodate changes in patient needs/demands, society's views on quality and individual entitlement and (as society's advocate) government initiatives regarding delivery standards and cost containment. Executive Managers are confronted with a consistent need to expand and "fine tune" their professional skill and expertise in an effort to maintain their effectiveness in the face of significant change. To that end, BUMED in partnership with the Administrative Sciences Department, Naval Postgraduate School (NPS) has undertaken the development of an Executive Management Education Program. You have been selected to participate in this development process by completing the attached survey.
2. The challenges that lie ahead for health care in general, and Navy Medicine in particular, will require enhanced levels of management knowledge and skill to close the gap between present-day practices and those needed to lead the Navy's healthcare organization into the 21st century. I am, therefore, determined that you have the opportunity to acquire this foundation, which you would then build upon through experience and continuing education.
3. For this reason, I am asking you to help define those management skills we must possess in order to expand upon and maintain our effectiveness as medical department executives. The enclosed survey was designed by the Administrative Sciences Department, Naval Postgraduate School so you can provide that information from your individual and highly-valued perspective. The impact of that which lies ahead for Navy Medicine makes each and every response vitally important to the process of identifying needs and designing innovative ways to provide quality education programs.
4. Navy Medicine has entered a transformational era. Take this opportunity to identify the skills and knowledge needed to meet our many challenges and succeed in our mission. Your personal involvement is vital to our continued success. Thank you.

  
D. F. HAGEN

## APPENDIX D

### THE THREE TO FIVE MOST FREQUENTLY MENTIONED SKILLS FOR EACH MANAGEMENT SKILL AREA

| Management Skill Area<br>and Skills       | Percent of Total<br>Mentioning Skill<br>(N=80) |
|---|--|
| <u>Financial Management</u>               |  |
| Financial Management                      | 72   |
| Budget Processes                          | 66   |
| Contracting                               | 48   |
| Alternative Civilian Delivery Systems     | 27   |
| Negotiation                               | 23   |
| <u>Program Planning and Evaluation</u>    |  |
| Systems Perspective                       | 62   |
| Strategic Planning                        | 31   |
| Analysis of Customer Needs                | 18   |
| QA  | 15   |
| <u>Decision Making/Problem Solving</u>    |  |
| Decision Making                           | 31   |
| Management Information Systems            | 31   |
| Quantitative Analysis                     | 25   |
| <u>Legal Issues</u>                       |  |
| Legal Issues                              | 25   |
| Military Justice                          | 25   |
| Legislative Processes                     | 11   |
| <u>Operational Management Issues</u>      |  |
| Material Management/Supply                | 15   |
| Navy Line Needs                           | 11   |
| Facilities Management                     | 7  |
| <u>Organizational Behavior</u>            |  |
| People Skills                             | 50   |
| Leadership                                | 40   |
| Teambuilding                              | 36   |
| Develop/Communicate Vision                | 35   |
| Coaching, Teaching, Developing, Mentoring | 28   |

Personnel and Human Resources Management

|  |    |
|--|----|
| Managing Civilian and Military Personnel | 60 |
| Manpower Planning/Staffing               | 17 |
| Labor Relations                          | 10 |

Communications

|                             |    |
|-----------------------------|----|
| Communications              | 4  |
| External Communications, PR | 46 |
| Writing Skills              | 28 |
| Listening Skills            | 26 |
| Meeting Management          | 18 |

**APPENDIX E**

| <b><u>COHORT</u></b>      | <b><u>RESPONSES</u></b>   |
|---------------------------|---|
| <b>Commanding Officer</b> | Surgeon General<br>Commanding Officer<br>Officer-in-Charge  |
| <b>Executive Officer</b>  | Executive Officer   |
| <b>Director</b>           | Director for Administration<br>Director for Ancillary Services<br>Director for Branch Clinics<br>Director for Base Operations<br>Director for Coordinated Care Policy<br>Director for Community Health Services<br>Director for Field Operations<br>Director for Health Services<br>Director for Logistics<br>Director for Medical Services<br>Director for Medical Programs<br>Director for Nursing Services<br>Director for Occupational Health<br>Director for Resources<br>Director for Resources, Plans, & Policy<br>Director for Service Medicine<br>Director for Strategic Planning<br>Director for Surgical Services<br>Director Area Dental Labs<br>Assistant Director Medical Services<br>Assistant Director Nursing Services<br>Assistant Director Occupational Health |
| <b>Department Head</b>    | Department Head<br>Comptroller  |
| <b>Operational Forces</b> | Division Surgeon<br>Director Undersea Medicine<br>Fleet Liaison Officer<br>Fleet Surgeon<br>Force Surgeon<br>Wing Medical Officer   |

| <u>COHORT</u> | <u>RESPONSES</u>  |
|---------------|---|
| Other         | Assistant CBR Defense<br>Assistant Chief Technical Operations<br>Anesthesiologist<br>Assistant Naval Inspector General<br>Assignment Officer<br>Assistant Plans and Analysis<br>BUMED Division Officer<br>Clinic Director<br>Chief Naval Dental Corps<br>Director Aerospace Medical Division/BUMED<br>Deputy Assistant Secretary of Defense<br>Deputy Chief Medical Corps<br>Deputy Director/Non-Hospital<br>Director Dental Clinic<br>Deputy Director Nurse Corps<br>Director Health Care Planning/BUMED<br>Dental Officer<br>Director Officer Indoctrination School<br>Director Planning/BUMED<br>Director Professional Development/BUMED<br>Director Radiobiology Research Institute<br>Director Tropical Public Health<br>Staff Audiologist<br>Environmental Health Officer<br>Epidemiologist<br>Force Master Chief<br>Medical Corps Detailer<br>Medical Flag Officer<br>MSC Career Plans Officer/BUMED<br>Medical Services Officer<br>Nurse Corps Plans Officer<br>Navy Liaison OCHAMPUS<br>Professor Obstetrics and Gynecology<br>Oral Surgeon<br>Physician's Assistant<br>Program Manager<br>Specialty Advisor<br>Special Assistant Evaluations<br>Special Assistant Headquarters Staff<br>Senior Nurse IG Team<br>Staff Physician<br>Student<br>Surgeon<br>Total Quality Leadership Coordinator |

**APPENDIX F**

**SURVEY RESPONSE FREQUENCY DISTRIBUTIONS**

**INTERP FINAN STATEMNTS/CUR**

| C1QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|--------|-----------|---------|----------------------|--------------------|
| 0      | 10        | 2.1     | 10                   | 2.1                |
| 1      | 17        | 3.6     | 27                   | 5.7                |
| 2      | 43        | 9.1     | 70                   | 14.8               |
| 3      | 57        | 12.0    | 127                  | 26.8               |
| 4      | 55        | 11.6    | 182                  | 38.4               |
| 5      | 67        | 14.1    | 249                  | 52.5               |
| 6      | 62        | 13.1    | 311                  | 65.6               |
| 7      | 57        | 12.0    | 368                  | 77.6               |
| 8      | 56        | 11.8    | 424                  | 89.5               |
| 9      | 31        | 6.5     | 455                  | 96.0               |
| 10     | 19        | 4.0     | 474                  | 100.0              |

Frequency Missing = 2

**INTERP FINAN STATEMNTS/REQ**

| R1QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|--------|-----------|---------|----------------------|--------------------|
| 0      | 2         | 0.4     | 2                    | 0.4                |
| 2      | 9         | 1.9     | 11                   | 2.3                |
| 3      | 8         | 1.7     | 19                   | 4.0                |
| 4      | 16        | 3.4     | 35                   | 7.4                |
| 5      | 34        | 7.2     | 69                   | 14.6               |
| 6      | 51        | 10.8    | 120                  | 25.3               |
| 7      | 83        | 17.5    | 203                  | 42.8               |
| 8      | 152       | 32.1    | 355                  | 74.9               |
| 9      | 66        | 13.9    | 421                  | 88.8               |
| 10     | 53        | 11.2    | 474                  | 100.0              |

Frequency Missing = 2

RECOG FUNDNG SOURCES/CUR

| C2QUES | Frequency | Percent | Cumulative | Cumulative |
|--------|-----------|---------|------------|------------|
|        |           |         | Frequency  | Percent    |
| 0      | 8         | 1.7     | 8          | 1.7        |
| 1      | 13        | 2.7     | 21         | 4.4        |
| 2      | 37        | 7.8     | 58         | 12.2       |
| 3      | 62        | 13.1    | 120        | 25.3       |
| 4      | 42        | 8.8     | 162        | 34.1       |
| 5      | 52        | 10.9    | 214        | 45.1       |
| 6      | 61        | 12.8    | 275        | 57.9       |
| 7      | 59        | 12.4    | 334        | 70.3       |
| 8      | 61        | 12.8    | 395        | 83.2       |
| 9      | 47        | 9.9     | 442        | 93.1       |
| 10     | 33        | 6.9     | 475        | 100.0      |

Frequency Missing = 1

RECOG FUNDNG SOURCES/REQ

| R2QUES | Frequency | Percent | Cumulative | Cumulative |
|--------|-----------|---------|------------|------------|
|        |           |         | Frequency  | Percent    |
| 0      | 2         | 0.4     | 2          | 0.4        |
| 2      | 3         | 0.6     | 5          | 1.1        |
| 3      | 6         | 1.3     | 11         | 2.3        |
| 4      | 12        | 2.5     | 23         | 4.8        |
| 5      | 21        | 4.4     | 44         | 9.3        |
| 6      | 31        | 6.5     | 75         | 15.8       |
| 7      | 69        | 14.5    | 144        | 30.3       |
| 8      | 137       | 28.8    | 281        | 59.2       |
| 9      | 109       | 22.9    | 390        | 82.1       |
| 10     | 85        | 17.9    | 475        | 100.0      |

Frequency Missing = 1

EVAL OPER & CAF BUDGETS/CUR

| C3QUES | Frequency | Percent | Cumulative | Cumulative |
|--------|-----------|---------|------------|------------|
|        |           |         | Frequency  | Percent    |
| 0      | 15        | 3.2     | 15         | 3.2        |
| 1      | 24        | 5.1     | 39         | 8.2        |
| 2      | 30        | 6.3     | 69         | 14.5       |
| 3      | 54        | 11.4    | 123        | 25.9       |
| 4      | 54        | 11.4    | 177        | 37.3       |
| 5      | 49        | 10.3    | 226        | 47.6       |
| 6      | 68        | 14.3    | 294        | 61.9       |
| 7      | 54        | 11.4    | 348        | 73.3       |
| 8      | 55        | 11.6    | 403        | 84.8       |
| 9      | 45        | 9.5     | 448        | 94.3       |
| 10     | 27        | 5.7     | 475        | 100.0      |

Frequency Missing = 1

EVAL OPER & CAP BUDGETS/REQ

| R3QUES | Frequency | Percent | Cumulative | Cumulative |
|--------|-----------|---------|------------|------------|
|        |           |         | Frequency  | Percent    |
| 0      | 8         | 1.7     | 8          | 1.7        |
| 2      | 7         | 1.5     | 15         | 3.2        |
| 3      | 8         | 1.7     | 23         | 4.9        |
| 4      | 16        | 3.4     | 39         | 8.2        |
| 5      | 23        | 4.9     | 62         | 13.1       |
| 6      | 54        | 11.4    | 116        | 24.5       |
| 7      | 59        | 12.4    | 175        | 36.9       |
| 8      | 131       | 27.6    | 306        | 64.6       |
| 9      | 92        | 19.4    | 398        | 84.0       |
| 10     | 76        | 16.0    | 474        | 100.0      |

Frequency Missing = 2

**RES MGMT ADV & DRWBK/CUR**

| C4QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|--------|-----------|---------|----------------------|--------------------|
| 0      | 25        | 5.3     | 25                   | 5.3                |
| 1      | 18        | 3.8     | 43                   | 9.1                |
| 2      | 39        | 8.3     | 82                   | 17.4               |
| 3      | 63        | 13.3    | 145                  | 30.7               |
| 4      | 50        | 10.6    | 195                  | 41.3               |
| 5      | 72        | 15.3    | 267                  | 56.6               |
| 6      | 51        | 10.8    | 318                  | 67.4               |
| 7      | 61        | 12.9    | 379                  | 80.3               |
| 8      | 45        | 9.5     | 424                  | 89.8               |
| 9      | 23        | 4.9     | 447                  | 94.7               |
| 10     | 25        | 5.3     | 472                  | 100.0              |

Frequency Missing = 4

**RES MGMT ADV & DRWBK/REQ**

| R4QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|--------|-----------|---------|----------------------|--------------------|
| 0      | 20        | 4.2     | 20                   | 4.2                |
| 1      | 7         | 1.5     | 27                   | 5.7                |
| 2      | 13        | 2.8     | 40                   | 8.5                |
| 3      | 15        | 3.2     | 55                   | 11.7               |
| 4      | 14        | 3.0     | 69                   | 14.6               |
| 5      | 19        | 4.0     | 88                   | 18.7               |
| 6      | 28        | 5.9     | 116                  | 24.6               |
| 7      | 52        | 11.0    | 168                  | 35.7               |
| 8      | 122       | 25.9    | 290                  | 61.6               |
| 9      | 92        | 19.5    | 382                  | 81.1               |
| 10     | 89        | 18.9    | 471                  | 100.0              |

Frequency Missing = 5

MAX BEN FROM REIMBR/CUR

| CSQUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|--------|-----------|---------|----------------------|--------------------|
| 0      | 61        | 13.0    | 61                   | 13.0               |
| 1      | 28        | 6.0     | 89                   | 19.0               |
| 2      | 45        | 9.6     | 134                  | 28.6               |
| 3      | 69        | 14.7    | 203                  | 43.3               |
| 4      | 44        | 9.4     | 247                  | 52.7               |
| 5      | 47        | 10.0    | 294                  | 62.7               |
| 6      | 42        | 9.0     | 336                  | 71.6               |
| 7      | 43        | 9.2     | 379                  | 80.8               |
| 8      | 47        | 10.0    | 426                  | 90.8               |
| 9      | 22        | 4.7     | 448                  | 95.5               |
| 10     | 21        | 4.5     | 469                  | 100.0              |

Frequency Missing = 7

MAX BEN FROM REIMBR/REQ

| R5QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|--------|-----------|---------|----------------------|--------------------|
| 0      | 37        | 7.9     | 37                   | 7.9                |
| 1      | 4         | 0.9     | 41                   | 8.8                |
| 2      | 20        | 4.3     | 61                   | 13.0               |
| 3      | 29        | 6.2     | 90                   | 19.2               |
| 4      | 19        | 4.1     | 109                  | 23.3               |
| 5      | 26        | 5.6     | 135                  | 28.8               |
| 6      | 31        | 6.6     | 166                  | 35.5               |
| 7      | 57        | 12.2    | 223                  | 47.6               |
| 8      | 108       | 23.1    | 331                  | 70.7               |
| 9      | 68        | 14.5    | 399                  | 85.3               |
| 10     | 69        | 14.7    | 468                  | 100.0              |

Frequency Missing = 8

WORK W/PROCURMNT SYS/CUR

| C6QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|--------|-----------|---------|----------------------|--------------------|
| 0      | 28        | 5.9     | 28                   | 5.9                |
| 1      | 37        | 7.8     | 65                   | 13.7               |
| 2      | 42        | 8.9     | 107                  | 22.6               |
| 3      | 71        | 15.0    | 178                  | 37.6               |
| 4      | 61        | 12.9    | 239                  | 50.4               |
| 5      | 62        | 13.1    | 301                  | 63.5               |
| 6      | 46        | 9.7     | 347                  | 73.2               |
| 7      | 53        | 11.2    | 400                  | 84.4               |
| 8      | 47        | 9.9     | 447                  | 94.3               |
| 9      | 16        | 3.4     | 463                  | 97.7               |
| 10     | 11        | 2.3     | 474                  | 100.0              |

Frequency Missing = 2

WORK W/PROCURMNT SYS/REQ

| R6QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|--------|-----------|---------|----------------------|--------------------|
| 0      | 9         | 1.9     | 9                    | 1.9                |
| 1      | 7         | 1.5     | 16                   | 3.4                |
| 2      | 11        | 2.3     | 27                   | 5.7                |
| 3      | 26        | 5.5     | 53                   | 11.2               |
| 4      | 18        | 3.8     | 71                   | 14.9               |
| 5      | 56        | 11.8    | 127                  | 26.7               |
| 6      | 59        | 12.4    | 186                  | 39.2               |
| 7      | 73        | 15.4    | 259                  | 54.5               |
| 8      | 127       | 26.7    | 386                  | 81.3               |
| 9      | 49        | 10.3    | 435                  | 91.6               |
| 10     | 40        | 8.4     | 475                  | 100.0              |

Frequency Missing = 1

COST-BENFT ANAL TECH/CUR

| C7QUES | Frequency | Percent | Cumulative | Cumulative |
|--------|-----------|---------|------------|------------|
|        |           |         | Frequency  | Percent    |
| 0      | 14        | 2.9     | 14         | 2.9        |
| 1      | 25        | 5.3     | 39         | 8.2        |
| 2      | 34        | 7.2     | 73         | 15.4       |
| 3      | 47        | 9.9     | 120        | 25.3       |
| 4      | 48        | 10.1    | 168        | 35.4       |
| 5      | 57        | 12.0    | 225        | 47.4       |
| 6      | 67        | 14.1    | 292        | 61.5       |
| 7      | 52        | 10.9    | 344        | 72.4       |
| 8      | 58        | 12.2    | 402        | 84.6       |
| 9      | 41        | 8.6     | 443        | 93.3       |
| 10     | 32        | 6.7     | 475        | 100.0      |

Frequency Missing = 1

COST-BENFT ANAL TECH/REQ

| R7QUES | Frequency | Percent | Cumulative | Cumulative |
|--------|-----------|---------|------------|------------|
|        |           |         | Frequency  | Percent    |
| 0      | 6         | 1.3     | 6          | 1.3        |
| 1      | 7         | 1.5     | 13         | 2.7        |
| 2      | 9         | 1.9     | 22         | 4.6        |
| 3      | 10        | 2.1     | 32         | 6.7        |
| 4      | 22        | 4.6     | 54         | 11.4       |
| 5      | 27        | 5.7     | 81         | 17.1       |
| 6      | 46        | 9.7     | 127        | 26.7       |
| 7      | 62        | 13.1    | 189        | 39.8       |
| 8      | 136       | 28.6    | 325        | 68.4       |
| 9      | 70        | 14.7    | 395        | 83.2       |
| 10     | 80        | 16.8    | 475        | 100.0      |

Frequency Missing = 1

MANGNG PLANNING PROCS/CUR

| C8QUES | Frequency | Percent | Cumulative | Cumulative |
|--------|-----------|---------|------------|------------|
|        |           |         | Frequency  | Percent    |
| 0      | 15        | 3.2     | 15         | 3.2        |
| 1      | 13        | 2.7     | 28         | 5.9        |
| 2      | 29        | 6.1     | 57         | 12.0       |
| 3      | 48        | 10.1    | 105        | 22.1       |
| 4      | 52        | 10.9    | 157        | 33.1       |
| 5      | 58        | 12.2    | 215        | 45.3       |
| 6      | 66        | 13.9    | 281        | 59.2       |
| 7      | 68        | 14.3    | 349        | 73.5       |
| 8      | 78        | 16.4    | 427        | 89.9       |
| 9      | 32        | 6.7     | 459        | 96.6       |
| 10     | 16        | 3.4     | 475        | 100.0      |

Frequency Missing = 1

MANGNG PLANNING PROCS/REQ

| R8QUES | Frequency | Percent | Cumulative | Cumulative |
|--------|-----------|---------|------------|------------|
|        |           |         | Frequency  | Percent    |
| 0      | 3         | 0.6     | 3          | 0.6        |
| 1      | 2         | 0.4     | 5          | 1.1        |
| 2      | 1         | 0.2     | 6          | 1.3        |
| 3      | 13        | 2.7     | 19         | 4.0        |
| 4      | 13        | 2.7     | 32         | 6.7        |
| 5      | 26        | 5.5     | 58         | 12.2       |
| 6      | 48        | 10.1    | 106        | 22.3       |
| 7      | 64        | 13.5    | 170        | 35.8       |
| 8      | 140       | 29.5    | 310        | 65.3       |
| 9      | 95        | 20.0    | 405        | 85.3       |
| 10     | 70        | 14.7    | 475        | 100.0      |

Frequency Missing = 1

METHODS EVAL PROGRAMS/CUR

| C9QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|--------|-----------|---------|----------------------|--------------------|
| 0      | 5         | 1.1     | 5                    | 1.1                |
| 1      | 8         | 1.7     | 13                   | 2.7                |
| 2      | 26        | 5.5     | 39                   | 8.2                |
| 3      | 36        | 7.6     | 75                   | 15.8               |
| 4      | 49        | 10.3    | 124                  | 26.1               |
| 5      | 60        | 12.6    | 184                  | 38.7               |
| 6      | 71        | 14.9    | 255                  | 53.7               |
| 7      | 73        | 15.4    | 328                  | 69.1               |
| 8      | 82        | 17.3    | 410                  | 86.3               |
| 9      | 44        | 9.3     | 454                  | 95.6               |
| 10     | 21        | 4.4     | 475                  | 100.0              |

Frequency Missing = 1

METHODS EVAL PROGRAMS/REQ

| R9QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|--------|-----------|---------|----------------------|--------------------|
| 0      | 1         | 0.2     | 1                    | 0.2                |
| 1      | 1         | 0.2     | 2                    | 0.4                |
| 2      | 1         | 0.2     | 3                    | 0.6                |
| 3      | 6         | 1.3     | 9                    | 1.9                |
| 4      | 15        | 3.2     | 24                   | 5.1                |
| 5      | 20        | 4.2     | 44                   | 9.3                |
| 6      | 34        | 7.2     | 78                   | 16.4               |
| 7      | 63        | 13.3    | 141                  | 29.7               |
| 8      | 170       | 35.8    | 311                  | 65.5               |
| 9      | 88        | 18.5    | 399                  | 84.0               |
| 10     | 76        | 16.0    | 475                  | 100.0              |

Frequency Missing = 1

EVAL & APPL MARKET ANAL/CUR

| C10QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 23        | 4.8     | 23                   | 4.8                |
| 1       | 15        | 3.2     | 38                   | 8.0                |
| 2       | 30        | 6.3     | 68                   | 14.3               |
| 3       | 52        | 10.9    | 120                  | 25.3               |
| 4       | 63        | 13.3    | 183                  | 38.5               |
| 5       | 64        | 13.5    | 247                  | 52.0               |
| 6       | 62        | 13.1    | 309                  | 65.1               |
| 7       | 59        | 12.4    | 368                  | 77.5               |
| 8       | 63        | 13.3    | 431                  | 90.7               |
| 9       | 28        | 5.9     | 459                  | 96.6               |
| 10      | 16        | 3.4     | 475                  | 100.0              |

Frequency Missing = 1

EVAL & APPL MARKET ANAL/REQ

| R10QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 6         | 1.3     | 6                    | 1.3                |
| 1       | 2         | 0.4     | 8                    | 1.7                |
| 2       | 3         | 0.6     | 11                   | 2.3                |
| 3       | 9         | 1.9     | 20                   | 4.2                |
| 4       | 19        | 4.0     | 39                   | 8.2                |
| 5       | 35        | 7.4     | 74                   | 15.6               |
| 6       | 40        | 8.5     | 114                  | 24.1               |
| 7       | 73        | 15.4    | 187                  | 39.5               |
| 8       | 136       | 28.8    | 323                  | 68.3               |
| 9       | 88        | 18.6    | 411                  | 86.9               |
| 10      | 62        | 13.1    | 473                  | 100.0              |

Frequency Missing = 3

**EMP IMPROV PRIN & MTHD/CUR**

| C11QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 1       | 4         | 0.8     | 4          | 0.8        |
| 2       | 6         | 1.3     | 10         | 2.1        |
| 3       | 10        | 2.1     | 20         | 4.2        |
| 4       | 20        | 4.2     | 40         | 8.4        |
| 5       | 47        | 9.9     | 87         | 18.3       |
| 6       | 58        | 12.2    | 145        | 30.5       |
| 7       | 88        | 18.5    | 233        | 49.1       |
| 8       | 130       | 27.4    | 363        | 76.4       |
| 9       | 60        | 12.6    | 423        | 89.1       |
| 10      | 52        | 10.9    | 475        | 100.0      |

Frequency Missing = 1

**EMP IMPROV PRIN & MTHD/REQ**

| R11QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 2       | 2         | 0.4     | 2          | 0.4        |
| 3       | 1         | 0.2     | 3          | 0.6        |
| 4       | 6         | 1.3     | 9          | 1.9        |
| 5       | 13        | 2.7     | 22         | 4.6        |
| 6       | 29        | 6.1     | 51         | 10.7       |
| 7       | 39        | 8.2     | 90         | 18.9       |
| 8       | 127       | 26.7    | 217        | 45.7       |
| 9       | 101       | 21.3    | 318        | 66.9       |
| 10      | 157       | 33.1    | 475        | 100.0      |

Frequency Missing = 1

**DEPT & FUNC MIL FAC/CUR**

| C12QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 3         | 0.6     | 3          | 0.6        |
| 1       | 2         | 0.4     | 5          | 1.1        |
| 2       | 7         | 1.5     | 12         | 2.5        |
| 3       | 20        | 4.2     | 32         | 6.8        |
| 4       | 20        | 4.2     | 52         | 11.0       |
| 5       | 21        | 4.4     | 73         | 15.5       |
| 6       | 50        | 10.6    | 123        | 26.1       |
| 7       | 49        | 10.4    | 172        | 36.4       |
| 8       | 113       | 23.9    | 285        | 60.4       |
| 9       | 101       | 21.4    | 386        | 81.8       |
| 10      | 86        | 18.2    | 472        | 100.0      |

**Frequency Missing = 4**

**DEPT & FUNC MIL FAC/REQ**

| R12QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 4         | 0.8     | 4          | 0.8        |
| 1       | 1         | 0.2     | 5          | 1.1        |
| 2       | 2         | 0.4     | 7          | 1.5        |
| 3       | 8         | 1.7     | 15         | 3.2        |
| 4       | 2         | 0.4     | 17         | 3.6        |
| 5       | 17        | 3.6     | 34         | 7.2        |
| 6       | 24        | 5.1     | 58         | 12.3       |
| 7       | 36        | 7.6     | 94         | 19.9       |
| 8       | 118       | 24.9    | 212        | 44.8       |
| 9       | 95        | 20.1    | 307        | 64.9       |
| 10      | 166       | 35.1    | 473        | 100.0      |

**Frequency Missing = 3**

**ASSESS AVAIL INFO/CUR**

| C13QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 2       | 4         | 0.8     | 4                    | 0.8                |
| 3       | 6         | 1.3     | 10                   | 2.1                |
| 4       | 17        | 3.6     | 27                   | 5.7                |
| 5       | 20        | 4.2     | 47                   | 9.9                |
| 6       | 42        | 8.8     | 89                   | 18.7               |
| 7       | 80        | 16.8    | 169                  | 35.6               |
| 8       | 150       | 31.6    | 319                  | 67.2               |
| 9       | 100       | 21.1    | 419                  | 88.2               |
| 10      | 56        | 11.8    | 475                  | 100.0              |

Frequency Missing = 1

**ASSESS AVAIL INFO/REQ**

| R13QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 4       | 2         | 0.4     | 2                    | 0.4                |
| 5       | 7         | 1.5     | 9                    | 1.9                |
| 6       | 12        | 2.5     | 21                   | 4.4                |
| 7       | 30        | 6.3     | 51                   | 10.7               |
| 8       | 135       | 28.4    | 186                  | 39.2               |
| 9       | 118       | 24.8    | 304                  | 64.0               |
| 10      | 171       | 36.0    | 475                  | 100.0              |

Frequency Missing = 1

**INCLD OTHR DECSN MAKNG/CUR**

| C14QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 1       | 1         | 0.2     | 1                    | 0.2                |
| 3       | 1         | 0.2     | 2                    | 0.4                |
| 4       | 11        | 2.3     | 13                   | 2.7                |
| 5       | 16        | 3.4     | 29                   | 6.1                |
| 6       | 43        | 9.1     | 72                   | 15.2               |
| 7       | 57        | 12.0    | 129                  | 27.2               |
| 8       | 140       | 29.5    | 269                  | 56.8               |
| 9       | 112       | 23.6    | 381                  | 80.4               |
| 10      | 93        | 19.6    | 474                  | 100.0              |

Frequency Missing = 2

INCLD OTHR DECSN MAKNG/REQ

| R14QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 1         | 0.2     | 1          | 0.2        |
| 2       | 1         | 0.2     | 2          | 0.4        |
| 4       | 1         | 0.2     | 3          | 0.6        |
| 5       | 5         | 1.1     | 8          | 1.7        |
| 6       | 18        | 3.8     | 26         | 5.5        |
| 7       | 42        | 8.9     | 68         | 14.3       |
| 8       | 113       | 23.8    | 181        | 38.2       |
| 9       | 128       | 27.0    | 309        | 65.2       |
| 10      | 165       | 34.8    | 474        | 100.0      |

Frequency Missing = 2

DECISN MAKNG TECH/CUR

| C150UES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 3       | 10        | 2.1     | 10         | 2.1        |
| 4       | 16        | 3.4     | 26         | 5.5        |
| 5       | 30        | 6.3     | 56         | 11.8       |
| 6       | 50        | 10.5    | 106        | 22.4       |
| 7       | 83        | 17.5    | 189        | 39.9       |
| 8       | 134       | 28.3    | 323        | 68.1       |
| 9       | 89        | 18.8    | 412        | 86.9       |
| 10      | 62        | 13.1    | 474        | 100.0      |

Frequency Missing = 2

DECISN MAKNG TECH/REQ

| R15QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 3       | 2         | 0.4     | 2          | 0.4        |
| 4       | 2         | 0.4     | 4          | 0.8        |
| 5       | 10        | 2.1     | 14         | 3.0        |
| 6       | 15        | 3.2     | 29         | 6.1        |
| 7       | 53        | 11.2    | 82         | 17.3       |
| 8       | 127       | 26.8    | 209        | 44.1       |
| 9       | 123       | 25.9    | 332        | 70.0       |
| 10      | 142       | 30.0    | 474        | 100.0      |

Frequency Missing = 2

USE MGMT INFO SYS TECH/CUR

| C16QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 6         | 1.3     | 6                    | 1.3                |
| 1       | 13        | 2.7     | 19                   | 4.0                |
| 2       | 32        | 6.8     | 51                   | 10.8               |
| 3       | 51        | 10.8    | 102                  | 21.5               |
| 4       | 48        | 10.1    | 150                  | 31.6               |
| 5       | 77        | 16.2    | 227                  | 47.9               |
| 6       | 71        | 15.0    | 298                  | 62.9               |
| 7       | 77        | 16.2    | 375                  | 79.1               |
| 8       | 51        | 10.8    | 426                  | 89.9               |
| 9       | 25        | 5.3     | 451                  | 95.1               |
| 10      | 23        | 4.9     | 474                  | 100.0              |

Frequency Missing = 2

USE MGMT INFO SYS TECH/REQ

| R16QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 1       | 2         | 0.4     | 2                    | 0.4                |
| 2       | 4         | 0.8     | 6                    | 1.3                |
| 3       | 3         | 0.6     | 9                    | 1.9                |
| 4       | 11        | 2.3     | 20                   | 4.2                |
| 5       | 20        | 4.2     | 40                   | 8.5                |
| 6       | 43        | 9.1     | 83                   | 17.5               |
| 7       | 73        | 15.4    | 156                  | 33.0               |
| 8       | 144       | 30.4    | 300                  | 63.4               |
| 9       | 88        | 18.6    | 388                  | 82.0               |
| 10      | 85        | 18.0    | 473                  | 100.0              |

Frequency Missing = 3

**STAT TOOLS IN DECISIONS/CUR**

| C17QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 13        | 2.7     | 13                   | 2.7                |
| 1       | 15        | 3.2     | 28                   | 5.9                |
| 2       | 29        | 6.1     | 57                   | 12.0               |
| 3       | 49        | 10.3    | 106                  | 22.3               |
| 4       | 58        | 12.2    | 164                  | 34.5               |
| 5       | 72        | 15.2    | 236                  | 49.7               |
| 6       | 59        | 12.4    | 295                  | 62.1               |
| 7       | 83        | 17.5    | 378                  | 79.6               |
| 8       | 53        | 11.2    | 431                  | 90.7               |
| 9       | 21        | 4.4     | 452                  | 95.2               |
| 10      | 23        | 4.8     | 475                  | 100.0              |

Frequency Missing = 1

**STAT TOOLS IN DECISIONS/REQ**

| R17QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 3         | 0.6     | 3                    | 0.6                |
| 1       | 2         | 0.4     | 5                    | 1.1                |
| 2       | 6         | 1.3     | 11                   | 2.3                |
| 3       | 19        | 4.0     | 30                   | 6.3                |
| 4       | 20        | 4.2     | 50                   | 10.6               |
| 5       | 43        | 9.1     | 93                   | 19.7               |
| 6       | 51        | 10.8    | 144                  | 30.4               |
| 7       | 79        | 16.7    | 223                  | 47.1               |
| 8       | 134       | 28.3    | 357                  | 75.5               |
| 9       | 75        | 15.9    | 432                  | 91.3               |
| 10      | 41        | 8.7     | 473                  | 100.0              |

Frequency Missing = 3

STRNG WEAKNS STAT TECH/CUR

| C18QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 21        | 4.4     | 21                   | 4.4                |
| 1       | 17        | 3.6     | 38                   | 8.0                |
| 2       | 31        | 6.5     | 69                   | 14.5               |
| 3       | 52        | 10.9    | 121                  | 25.5               |
| 4       | 65        | 13.7    | 186                  | 39.2               |
| 5       | 73        | 15.4    | 259                  | 54.5               |
| 6       | 57        | 12.0    | 316                  | 66.5               |
| 7       | 67        | 14.1    | 383                  | 80.6               |
| 8       | 43        | 9.1     | 426                  | 89.7               |
| 9       | 25        | 5.3     | 451                  | 94.9               |
| 10      | 24        | 5.1     | 475                  | 100.0              |

Frequency Missing = 1

STRNG WEAKNS STAT TECH/REQ

| R18QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 2         | 0.4     | 2                    | 0.4                |
| 1       | 6         | 1.3     | 8                    | 1.7                |
| 2       | 7         | 1.5     | 15                   | 3.2                |
| 3       | 19        | 4.0     | 34                   | 7.2                |
| 4       | 22        | 4.6     | 56                   | 11.8               |
| 5       | 30        | 6.3     | 86                   | 18.1               |
| 6       | 54        | 11.4    | 140                  | 29.5               |
| 7       | 66        | 13.9    | 206                  | 43.5               |
| 8       | 152       | 32.1    | 358                  | 75.5               |
| 9       | 59        | 12.4    | 417                  | 88.0               |
| 10      | 57        | 12.0    | 474                  | 100.0              |

Frequency Missing = 2

HOW INFO SYS DESIGNED/CUR

| C19QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 13        | 2.7     | 13         | 2.7        |
| 1       | 22        | 4.6     | 35         | 7.4        |
| 2       | 35        | 7.4     | 70         | 14.8       |
| 3       | 59        | 12.4    | 129        | 27.2       |
| 4       | 62        | 13.1    | 191        | 40.3       |
| 5       | 81        | 17.1    | 272        | 57.4       |
| 6       | 60        | 12.7    | 332        | 70.0       |
| 7       | 58        | 12.2    | 390        | 82.3       |
| 8       | 46        | 9.7     | 436        | 92.0       |
| 9       | 21        | 4.4     | 457        | 96.4       |
| 10      | 17        | 3.6     | 474        | 100.0      |

Frequency Missing = 2

HOW INFO SYS DESIGNED/REQ

| R19QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 1         | 0.2     | 1          | 0.2        |
| 1       | 3         | 0.6     | 4          | 0.8        |
| 2       | 13        | 2.7     | 17         | 3.6        |
| 3       | 13        | 2.7     | 30         | 6.3        |
| 4       | 22        | 4.6     | 52         | 10.9       |
| 5       | 45        | 9.5     | 97         | 20.4       |
| 6       | 57        | 12.0    | 154        | 32.4       |
| 7       | 105       | 22.1    | 259        | 54.5       |
| 8       | 122       | 25.7    | 381        | 80.2       |
| 9       | 55        | 11.6    | 436        | 91.8       |
| 10      | 39        | 8.2     | 475        | 100.0      |

Frequency Missing = 1

**ANALYZE RISK & ALT/CUR**

| C20QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 2         | 0.4     | 2                    | 0.4                |
| 1       | 2         | 0.4     | 4                    | 0.8                |
| 2       | 7         | 1.5     | 11                   | 2.3                |
| 3       | 23        | 4.9     | 34                   | 7.2                |
| 4       | 26        | 5.5     | 60                   | 12.7               |
| 5       | 38        | 8.0     | 98                   | 20.7               |
| 6       | 57        | 12.0    | 155                  | 32.7               |
| 7       | 78        | 16.5    | 233                  | 49.2               |
| 8       | 126       | 26.6    | 359                  | 75.7               |
| 9       | 63        | 13.3    | 422                  | 89.0               |
| 10      | 52        | 11.0    | 474                  | 100.0              |

**Frequency Missing = 2**

**ANALYZE RISK & ALT/REQ**

| R20QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 3       | 3         | 0.6     | 3                    | 0.6                |
| 4       | 2         | 0.4     | 5                    | 1.1                |
| 5       | 16        | 3.4     | 21                   | 4.4                |
| 6       | 26        | 5.5     | 47                   | 9.9                |
| 7       | 47        | 9.9     | 94                   | 19.8               |
| 8       | 143       | 30.1    | 237                  | 49.9               |
| 9       | 112       | 23.6    | 349                  | 73.5               |
| 10      | 126       | 26.5    | 475                  | 100.0              |

**Frequency Missing = 1**

**KNOW VIOLTN OF UCMJ/CUR**

| C21QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 1         | 0.2     | 1                    | 0.2                |
| 1       | 5         | 1.1     | 6                    | 1.3                |
| 2       | 4         | 0.8     | 10                   | 2.1                |
| 3       | 8         | 1.7     | 18                   | 3.8                |
| 4       | 20        | 4.2     | 38                   | 8.0                |
| 5       | 48        | 10.1    | 86                   | 18.1               |
| 6       | 63        | 13.3    | 149                  | 31.4               |
| 7       | 76        | 16.0    | 225                  | 47.4               |
| 8       | 108       | 22.7    | 333                  | 70.1               |
| 9       | 70        | 14.7    | 403                  | 84.8               |
| 10      | 72        | 15.2    | 475                  | 100.0              |

**Frequency Missing = 1**

**KNOW VIOLTN OF UCMJ/REQ**

| R21QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 1         | 0.2     | 1                    | 0.2                |
| 1       | 2         | 0.4     | 3                    | 0.6                |
| 2       | 4         | 0.8     | 7                    | 1.5                |
| 3       | 7         | 1.5     | 14                   | 3.0                |
| 4       | 8         | 1.7     | 22                   | 4.6                |
| 5       | 10        | 2.1     | 32                   | 6.8                |
| 6       | 27        | 5.7     | 59                   | 12.4               |
| 7       | 47        | 9.9     | 106                  | 22.4               |
| 8       | 128       | 27.0    | 234                  | 49.4               |
| 9       | 76        | 16.0    | 310                  | 65.4               |
| 10      | 164       | 34.6    | 474                  | 100.0              |

**Frequency Missing = 2**

PUNISHMENT UNDR UCMJ/CUR

| C22QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 1         | 0.2     | 1          | 0.2        |
| 1       | 8         | 1.7     | 9          | 1.9        |
| 2       | 9         | 1.9     | 18         | 3.8        |
| 3       | 22        | 4.6     | 40         | 8.4        |
| 4       | 25        | 5.3     | 65         | 13.7       |
| 5       | 38        | 8.0     | 103        | 21.7       |
| 6       | 66        | 13.9    | 169        | 35.6       |
| 7       | 65        | 13.7    | 234        | 49.3       |
| 8       | 89        | 18.7    | 323        | 68.0       |
| 9       | 71        | 14.9    | 394        | 82.9       |
| 10      | 81        | 17.1    | 475        | 100.0      |

Frequency Missing = 1

PUNISHMENT UNDR UCMJ/REQ

| R22QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 2         | 0.4     | 2          | 0.4        |
| 1       | 5         | 1.1     | 7          | 1.5        |
| 2       | 6         | 1.3     | 13         | 2.7        |
| 3       | 10        | 2.1     | 23         | 4.8        |
| 4       | 11        | 2.3     | 34         | 7.2        |
| 5       | 15        | 3.2     | 49         | 10.3       |
| 6       | 35        | 7.4     | 84         | 17.7       |
| 7       | 54        | 11.4    | 138        | 29.1       |
| 8       | 117       | 24.6    | 255        | 53.7       |
| 9       | 72        | 15.2    | 327        | 68.8       |
| 10      | 148       | 31.2    | 475        | 100.0      |

Frequency Missing = 1

**INITIATE ACT UCMJ VIOLTN/CUR**

| C23QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 2         | 0.4     | 2                    | 0.4                |
| 1       | 10        | 2.1     | 12                   | 2.5                |
| 2       | 11        | 2.3     | 23                   | 4.8                |
| 3       | 17        | 3.6     | 40                   | 8.4                |
| 4       | 34        | 7.2     | 74                   | 15.6               |
| 5       | 30        | 6.3     | 104                  | 21.9               |
| 6       | 67        | 14.1    | 171                  | 36.0               |
| 7       | 57        | 12.0    | 228                  | 48.0               |
| 8       | 87        | 18.3    | 315                  | 66.3               |
| 9       | 81        | 17.1    | 396                  | 83.4               |
| 10      | 79        | 16.6    | 475                  | 100.0              |

Frequency Missing = 1

**INITIATE ACT UCMJ VIOLTN/REQ**

| R23QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 5         | 1.1     | 5                    | 1.1                |
| 1       | 3         | 0.6     | 8                    | 1.7                |
| 2       | 6         | 1.3     | 14                   | 3.0                |
| 3       | 7         | 1.5     | 21                   | 4.4                |
| 4       | 12        | 2.5     | 33                   | 7.0                |
| 5       | 11        | 2.3     | 44                   | 9.3                |
| 6       | 31        | 6.5     | 75                   | 15.8               |
| 7       | 50        | 10.5    | 125                  | 26.4               |
| 8       | 112       | 23.6    | 237                  | 50.0               |
| 9       | 75        | 15.8    | 312                  | 65.8               |
| 10      | 162       | 34.2    | 474                  | 100.0              |

Frequency Missing = 2

**ADMIN SEP AUTH & PROC/CUR**

| C24QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 4         | 0.8     | 4          | 0.8        |
| 1       | 12        | 2.5     | 16         | 3.4        |
| 2       | 16        | 3.4     | 32         | 6.8        |
| 3       | 26        | 5.5     | 58         | 12.2       |
| 4       | 42        | 8.9     | 100        | 21.1       |
| 5       | 54        | 11.4    | 154        | 32.5       |
| 6       | 73        | 15.4    | 227        | 47.9       |
| 7       | 65        | 13.7    | 292        | 61.6       |
| 8       | 77        | 16.2    | 369        | 77.8       |
| 9       | 64        | 13.5    | 433        | 91.4       |
| 10      | 41        | 8.6     | 474        | 100.0      |

Frequency Missing = 2

**ADMIN SEP AUTH & PROC/REQ**

| R24QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 4         | 0.8     | 4          | 0.8        |
| 1       | 4         | 0.8     | 8          | 1.7        |
| 2       | 13        | 2.7     | 21         | 4.4        |
| 3       | 7         | 1.5     | 28         | 5.9        |
| 4       | 15        | 3.2     | 43         | 9.1        |
| 5       | 19        | 4.0     | 62         | 13.1       |
| 6       | 44        | 9.3     | 106        | 22.4       |
| 7       | 58        | 12.2    | 164        | 34.6       |
| 8       | 136       | 28.7    | 300        | 63.3       |
| 9       | 68        | 14.3    | 368        | 77.6       |
| 10      | 106       | 22.4    | 474        | 100.0      |

Frequency Missing = 2

**KNOW LIAB HOSP & PROF/CUR**

| C25QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 4         | 0.8     | 4          | 0.8        |
| 1       | 5         | 1.1     | 9          | 1.9        |
| 2       | 11        | 2.3     | 20         | 4.2        |
| 3       | 16        | 3.4     | 36         | 7.6        |
| 4       | 36        | 7.6     | 72         | 15.2       |
| 5       | 53        | 11.2    | 125        | 26.4       |
| 6       | 68        | 14.3    | 193        | 40.7       |
| 7       | 85        | 17.9    | 278        | 58.6       |
| 8       | 89        | 18.8    | 367        | 77.4       |
| 9       | 63        | 13.3    | 430        | 90.7       |
| 10      | 44        | 9.3     | 474        | 100.0      |

Frequency Missing = 2

**The SAS System**

**KNOW LIAB HOSP & PROF/REQ**

| R25QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 4         | 0.8     | 4          | 0.8        |
| 1       | 3         | 0.6     | 7          | 1.5        |
| 2       | 3         | 0.6     | 10         | 2.1        |
| 3       | 4         | 0.8     | 14         | 3.0        |
| 4       | 10        | 2.1     | 24         | 5.1        |
| 5       | 16        | 3.4     | 40         | 8.4        |
| 6       | 26        | 5.5     | 66         | 13.9       |
| 7       | 48        | 10.1    | 114        | 24.1       |
| 8       | 115       | 24.3    | 229        | 48.3       |
| 9       | 104       | 21.9    | 333        | 70.3       |
| 10      | 141       | 29.7    | 474        | 100.0      |

Frequency Missing = 2

KNOW ENVIRON IMPCT ISS/CUR

| C26QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 5         | 1.1     | 5                    | 1.1                |
| 1       | 6         | 1.3     | 11                   | 2.3                |
| 2       | 18        | 3.8     | 29                   | 6.1                |
| 3       | 31        | 6.5     | 60                   | 12.6               |
| 4       | 59        | 12.4    | 119                  | 25.1               |
| 5       | 56        | 11.8    | 175                  | 36.8               |
| 6       | 71        | 14.9    | 246                  | 51.8               |
| 7       | 72        | 15.2    | 318                  | 66.9               |
| 8       | 91        | 19.2    | 409                  | 86.1               |
| 9       | 35        | 7.4     | 444                  | 93.5               |
| 10      | 31        | 6.5     | 475                  | 100.0              |

Frequency Missing = 1

KNOW ENVIRON IMPCT ISS/REQ

| R26QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 2         | 0.4     | 2                    | 0.4                |
| 1       | 4         | 0.8     | 6                    | 1.3                |
| 2       | 4         | 0.8     | 10                   | 2.1                |
| 3       | 6         | 1.3     | 16                   | 3.4                |
| 4       | 15        | 3.2     | 31                   | 6.5                |
| 5       | 25        | 5.3     | 56                   | 11.8               |
| 6       | 34        | 7.2     | 90                   | 18.9               |
| 7       | 55        | 11.6    | 145                  | 30.5               |
| 8       | 122       | 25.7    | 267                  | 56.2               |
| 9       | 98        | 20.6    | 365                  | 76.8               |
| 10      | 110       | 23.2    | 475                  | 100.0              |

Frequency Missing = 1

**IMPCT OSHA REQ HOSP OP/CUR**

| C27QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 14        | 3.0     | 14         | 3.0        |
| 1       | 8         | 1.7     | 22         | 4.6        |
| 2       | 22        | 4.6     | 44         | 9.3        |
| 3       | 26        | 5.5     | 70         | 14.8       |
| 4       | 53        | 11.2    | 123        | 25.9       |
| 5       | 54        | 11.4    | 177        | 37.3       |
| 6       | 64        | 13.5    | 241        | 50.8       |
| 7       | 70        | 14.8    | 311        | 65.6       |
| 8       | 89        | 18.8    | 400        | 84.4       |
| 9       | 40        | 8.4     | 440        | 92.8       |
| 10      | 34        | 7.2     | 474        | 100.0      |

Frequency Missing = 2

**IMPCT OSHA REQ HOSP OP/REQ**

| R27QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 15        | 3.2     | 15         | 3.2        |
| 1       | 8         | 1.7     | 23         | 4.9        |
| 2       | 5         | 1.1     | 28         | 5.9        |
| 3       | 5         | 1.1     | 33         | 7.0        |
| 4       | 11        | 2.3     | 44         | 9.3        |
| 5       | 15        | 3.2     | 59         | 12.4       |
| 6       | 30        | 6.3     | 89         | 18.8       |
| 7       | 63        | 13.3    | 152        | 32.1       |
| 8       | 140       | 29.5    | 292        | 61.6       |
| 9       | 84        | 17.7    | 376        | 79.3       |
| 10      | 98        | 20.7    | 474        | 100.0      |

Frequency Missing = 2

EVAL PROP TO AQUR TECH/CUR

| C28QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 3         | 0.6     | 3          | 0.6        |
| 1       | 7         | 1.5     | 10         | 2.1        |
| 2       | 21        | 4.4     | 31         | 6.5        |
| 3       | 18        | 3.8     | 49         | 10.3       |
| 4       | 50        | 10.5    | 99         | 20.8       |
| 5       | 61        | 12.8    | 160        | 33.7       |
| 6       | 67        | 14.1    | 227        | 47.8       |
| 7       | 94        | 19.8    | 321        | 67.6       |
| 8       | 99        | 20.8    | 420        | 88.4       |
| 9       | 34        | 7.2     | 454        | 95.6       |
| 10      | 21        | 4.4     | 475        | 100.0      |

Frequency Missing = 1

The SAS System

EVAL PROP TO AQUR TECH/REQ

| R28QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 4         | 0.8     | 4          | 0.8        |
| 1       | 2         | 0.4     | 6          | 1.3        |
| 2       | 1         | 0.2     | 7          | 1.5        |
| 3       | 5         | 1.1     | 12         | 2.5        |
| 4       | 12        | 2.5     | 24         | 5.1        |
| 5       | 22        | 4.6     | 46         | 9.7        |
| 6       | 47        | 9.9     | 93         | 19.6       |
| 7       | 76        | 16.0    | 169        | 35.6       |
| 8       | 162       | 34.1    | 331        | 69.7       |
| 9       | 83        | 17.5    | 414        | 87.2       |
| 10      | 61        | 12.8    | 475        | 100.0      |

Frequency Missing = 1

OPP & LIM DOD/DON MATRL/CUR

| C29QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 16        | 3.4     | 16         | 3.4        |
| 1       | 18        | 3.8     | 34         | 7.2        |
| 2       | 36        | 7.6     | 70         | 14.8       |
| 3       | 45        | 9.5     | 115        | 24.3       |
| 4       | 61        | 12.9    | 176        | 37.1       |
| 5       | 59        | 12.4    | 235        | 49.6       |
| 6       | 83        | 17.5    | 318        | 67.1       |
| 7       | 51        | 10.8    | 369        | 77.8       |
| 8       | 63        | 13.3    | 432        | 91.1       |
| 9       | 21        | 4.4     | 453        | 95.6       |
| 10      | 21        | 4.4     | 474        | 100.0      |

Frequency Missing = 2

OPP & LIM DOD/DON MATRL/REQ

| R29QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 6         | 1.3     | 6          | 1.3        |
| 1       | 1         | 0.2     | 7          | 1.5        |
| 2       | 6         | 1.3     | 13         | 2.7        |
| 3       | 7         | 1.5     | 20         | 4.2        |
| 4       | 16        | 3.4     | 36         | 7.6        |
| 5       | 25        | 5.3     | 61         | 12.9       |
| 6       | 61        | 12.9    | 122        | 25.8       |
| 7       | 91        | 19.2    | 213        | 45.0       |
| 8       | 143       | 30.2    | 356        | 75.3       |
| 9       | 66        | 14.0    | 422        | 89.2       |
| 10      | 51        | 10.8    | 473        | 100.0      |

Frequency Missing = 3

OVRSEE EQUIP MGMT PRG/CUR

| C30QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 11        | 2.3     | 11         | 2.3        |
| 1       | 16        | 3.4     | 27         | 5.7        |
| 2       | 26        | 5.5     | 53         | 11.2       |
| 3       | 36        | 7.6     | 89         | 18.7       |
| 4       | 63        | 13.3    | 152        | 32.0       |
| 5       | 50        | 10.5    | 202        | 42.5       |
| 6       | 72        | 15.2    | 274        | 57.7       |
| 7       | 83        | 17.5    | 357        | 75.2       |
| 8       | 66        | 13.9    | 423        | 89.1       |
| 9       | 19        | 4.0     | 442        | 93.1       |
| 10      | 33        | 6.9     | 475        | 100.0      |

Frequency Missing = 1

OVRSEE EQUIP MGMT PRG/REQ

| R30QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 7         | 1.5     | 7          | 1.5        |
| 1       | 4         | 0.8     | 11         | 2.3        |
| 2       | 7         | 1.5     | 18         | 3.8        |
| 3       | 11        | 2.3     | 29         | 6.1        |
| 4       | 16        | 3.4     | 45         | 9.5        |
| 5       | 43        | 9.1     | 88         | 18.5       |
| 6       | 74        | 15.6    | 162        | 34.1       |
| 7       | 102       | 21.5    | 264        | 55.6       |
| 8       | 126       | 26.5    | 390        | 82.1       |
| 9       | 43        | 9.1     | 433        | 91.2       |
| 10      | 42        | 8.8     | 475        | 100.0      |

Frequency Missing = 1

**ENSUR EXEC SECRTY REQ/CUR**

| C31QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 11        | 2.3     | 11         | 2.3        |
| 1       | 14        | 2.9     | 25         | 5.3        |
| 2       | 27        | 5.7     | 52         | 10.9       |
| 3       | 39        | 8.2     | 91         | 19.2       |
| 4       | 52        | 10.9    | 143        | 30.1       |
| 5       | 66        | 13.9    | 209        | 44.0       |
| 6       | 67        | 14.1    | 276        | 58.1       |
| 7       | 63        | 13.3    | 339        | 71.4       |
| 8       | 88        | 18.5    | 427        | 89.9       |
| 9       | 21        | 4.4     | 448        | 94.3       |
| 10      | 27        | 5.7     | 475        | 100.0      |

Frequency Missing = 1

**ENSUR EXEC SECRTY REQ/REQ**

| R31QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 5         | 1.1     | 5          | 1.1        |
| 1       | 5         | 1.1     | 10         | 2.1        |
| 2       | 8         | 1.7     | 18         | 3.8        |
| 3       | 14        | 2.9     | 32         | 6.7        |
| 4       | 27        | 5.7     | 59         | 12.4       |
| 5       | 40        | 8.4     | 99         | 20.8       |
| 6       | 51        | 10.7    | 150        | 31.6       |
| 7       | 95        | 20.0    | 245        | 51.6       |
| 8       | 124       | 26.1    | 369        | 77.7       |
| 9       | 48        | 10.1    | 417        | 87.8       |
| 10      | 58        | 12.2    | 475        | 100.0      |

Frequency Missing = 1

OVRSEE FACILITIES MGMT/CUR

| C32QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 24        | 5.1     | 24                   | 5.1                |
| 1       | 13        | 2.7     | 37                   | 7.8                |
| 2       | 26        | 5.5     | 63                   | 13.3               |
| 3       | 41        | 8.6     | 104                  | 21.9               |
| 4       | 43        | 9.1     | 147                  | 30.9               |
| 5       | 71        | 14.9    | 218                  | 45.9               |
| 6       | 65        | 13.7    | 283                  | 59.6               |
| 7       | 67        | 14.1    | 350                  | 73.7               |
| 8       | 74        | 15.6    | 424                  | 89.3               |
| 9       | 26        | 5.5     | 450                  | 94.7               |
| 10      | 25        | 5.3     | 475                  | 100.0              |

Frequency Missing = 1

OVRSEE FACILITIES MGMT/REQ

| R32QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 13        | 2.7     | 13                   | 2.7                |
| 1       | 10        | 2.1     | 23                   | 4.8                |
| 2       | 9         | 1.9     | 32                   | 6.7                |
| 3       | 20        | 4.2     | 52                   | 10.9               |
| 4       | 15        | 3.2     | 67                   | 14.1               |
| 5       | 43        | 9.1     | 110                  | 23.2               |
| 6       | 48        | 10.1    | 158                  | 33.3               |
| 7       | 86        | 18.1    | 244                  | 51.4               |
| 8       | 130       | 27.4    | 374                  | 78.7               |
| 9       | 58        | 12.2    | 432                  | 90.9               |
| 10      | 43        | 9.1     | 475                  | 100.0              |

Frequency Missing = 1

**KNOW SUP REQ OP FORC/CUR**

| C33QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 2         | 0.4     | 2          | 0.4        |
| 1       | 2         | 0.4     | 4          | 0.8        |
| 2       | 3         | 0.6     | 7          | 1.5        |
| 3       | 8         | 1.7     | 15         | 3.2        |
| 4       | 18        | 3.8     | 33         | 6.9        |
| 5       | 33        | 6.9     | 66         | 13.9       |
| 6       | 50        | 10.5    | 116        | 24.4       |
| 7       | 52        | 10.9    | 168        | 35.4       |
| 8       | 97        | 20.4    | 265        | 55.8       |
| 9       | 96        | 20.2    | 361        | 76.0       |
| 10      | 114       | 24.0    | 475        | 100.0      |

Frequency Missing = 1

**KNOW SUP REQ OP FORC/REQ**

| R33QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 1         | 0.2     | 1          | 0.2        |
| 1       | 1         | 0.2     | 2          | 0.4        |
| 2       | 3         | 0.6     | 5          | 1.1        |
| 3       | 4         | 0.8     | 9          | 1.9        |
| 4       | 1         | 0.2     | 10         | 2.1        |
| 5       | 12        | 2.5     | 22         | 4.6        |
| 6       | 24        | 5.1     | 46         | 9.7        |
| 7       | 37        | 7.8     | 83         | 17.5       |
| 8       | 108       | 22.7    | 191        | 40.2       |
| 9       | 93        | 19.6    | 284        | 59.8       |
| 10      | 191       | 40.2    | 475        | 100.0      |

Frequency Missing = 1

DEVLP & COMM COMD VISN/CUR

| C34QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 1         | 0.2     | 1          | 0.2        |
| 1       | 1         | 0.2     | 2          | 0.4        |
| 2       | 2         | 0.4     | 4          | 0.8        |
| 3       | 8         | 1.7     | 12         | 2.5        |
| 4       | 23        | 4.8     | 35         | 7.4        |
| 5       | 14        | 2.9     | 49         | 10.3       |
| 6       | 47        | 9.9     | 96         | 20.2       |
| 7       | 81        | 17.1    | 177        | 37.3       |
| 8       | 136       | 28.6    | 313        | 65.9       |
| 9       | 76        | 16.0    | 389        | 81.9       |
| 10      | 86        | 18.1    | 475        | 100.0      |

Frequency Missing = 1

DEVLP & COMM COMD VISN/REQ

| R34QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 2         | 0.4     | 2          | 0.4        |
| 1       | 1         | 0.2     | 3          | 0.6        |
| 2       | 1         | 0.2     | 4          | 0.8        |
| 3       | 3         | 0.6     | 7          | 1.5        |
| 4       | 4         | 0.8     | 11         | 2.3        |
| 5       | 7         | 1.5     | 18         | 3.8        |
| 6       | 15        | 3.2     | 33         | 6.9        |
| 7       | 33        | 6.9     | 66         | 13.9       |
| 8       | 90        | 18.9    | 156        | 32.8       |
| 9       | 96        | 20.2    | 252        | 53.1       |
| 10      | 223       | 46.9    | 475        | 100.0      |

Frequency Missing = 1

IMPOWR IND & WORK GRP/CUR

| C35QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 2       | 3         | 0.6     | 3                    | 0.6                |
| 3       | 6         | 1.3     | 9                    | 1.9                |
| 4       | 5         | 1.1     | 14                   | 2.9                |
| 5       | 13        | 2.7     | 27                   | 5.7                |
| 6       | 37        | 7.8     | 64                   | 13.5               |
| 7       | 58        | 12.2    | 122                  | 25.7               |
| 8       | 125       | 26.3    | 247                  | 52.0               |
| 9       | 110       | 23.2    | 357                  | 75.2               |
| 10      | 118       | 24.8    | 475                  | 100.0              |

Frequency Missing = 1

IMPOWR IND & WORK GRP/REQ

| R35QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 2       | 2         | 0.4     | 2                    | 0.4                |
| 3       | 5         | 1.1     | 7                    | 1.5                |
| 4       | 1         | 0.2     | 8                    | 1.7                |
| 5       | 3         | 0.6     | 11                   | 2.3                |
| 6       | 11        | 2.3     | 22                   | 4.6                |
| 7       | 31        | 6.5     | 53                   | 11.2               |
| 8       | 95        | 20.0    | 148                  | 31.2               |
| 9       | 98        | 20.6    | 246                  | 51.8               |
| 10      | 229       | 48.2    | 475                  | 100.0              |

Frequency Missing = 1

## DEVLP NON-PARCHL PERSP/CUR

| C36QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 3         | 0.6     | 3          | 0.6        |
| 1       | 2         | 0.4     | 5          | 1.1        |
| 2       | 1         | 0.2     | 6          | 1.3        |
| 3       | 3         | 0.6     | 9          | 1.9        |
| 4       | 11        | 2.4     | 20         | 4.3        |
| 5       | 5         | 1.1     | 25         | 5.4        |
| 6       | 37        | 7.9     | 62         | 13.3       |
| 7       | 54        | 11.6    | 116        | 24.8       |
| 8       | 125       | 26.8    | 241        | 51.6       |
| 9       | 107       | 22.9    | 348        | 74.5       |
| 10      | 119       | 25.5    | 467        | 100.0      |

Frequency Missing = 9

## DEVLP NON-PARCHL PERSP/REQ

| R36QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 1         | 0.2     | 1          | 0.2        |
| 2       | 1         | 0.2     | 2          | 0.4        |
| 3       | 1         | 0.2     | 3          | 0.6        |
| 4       | 2         | 0.4     | 5          | 1.1        |
| 5       | 7         | 1.5     | 12         | 2.6        |
| 6       | 21        | 4.5     | 33         | 7.1        |
| 7       | 40        | 8.5     | 73         | 15.6       |
| 8       | 105       | 22.4    | 178        | 38.0       |
| 9       | 103       | 22.0    | 281        | 60.0       |
| 10      | 187       | 40.0    | 468        | 100.0      |

Frequency Missing = 8

BUILDING TRUST/CUR

| C37QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 4       | 2         | 0.4     | 2                    | 0.4                |
| 5       | 14        | 3.0     | 16                   | 3.4                |
| 6       | 18        | 3.8     | 34                   | 7.2                |
| 7       | 45        | 9.5     | 79                   | 16.7               |
| 8       | 114       | 24.1    | 193                  | 40.7               |
| 9       | 132       | 27.8    | 325                  | 68.6               |
| 10      | 149       | 31.4    | 474                  | 100.0              |

Frequency Missing = 2

BUILDING TRUST/REQ

| R37QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 4       | 2         | 0.4     | 2                    | 0.4                |
| 5       | 3         | 0.6     | 5                    | 1.1                |
| 6       | 4         | 0.8     | 9                    | 1.9                |
| 7       | 19        | 4.0     | 28                   | 5.9                |
| 8       | 67        | 14.1    | 95                   | 20.0               |
| 9       | 85        | 17.9    | 180                  | 37.9               |
| 10      | 295       | 62.1    | 475                  | 100.0              |

Frequency Missing = 1

MANAGING CHANGE/CUR

| C38QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 2       | 1         | 0.2     | 1                    | 0.2                |
| 3       | 2         | 0.4     | 3                    | 0.6                |
| 4       | 8         | 1.7     | 11                   | 2.3                |
| 5       | 18        | 3.8     | 29                   | 6.1                |
| 6       | 23        | 4.8     | 52                   | 10.9               |
| 7       | 67        | 14.1    | 119                  | 25.1               |
| 8       | 132       | 27.8    | 251                  | 52.8               |
| 9       | 121       | 25.5    | 372                  | 78.3               |
| 10      | 103       | 21.7    | 475                  | 100.0              |

Frequency Missing = 1

**MANAGING CHANGE/REQ**

| R38QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 4       | 2         | 0.4     | 2                    | 0.4                |
| 5       | 1         | 0.2     | 3                    | 0.6                |
| 6       | 11        | 2.3     | 14                   | 2.9                |
| 7       | 15        | 3.2     | 29                   | 6.1                |
| 8       | 71        | 14.9    | 100                  | 21.1               |
| 9       | 112       | 23.6    | 212                  | 44.6               |
| 10      | 263       | 55.4    | 475                  | 100.0              |

Frequency Missing = 1

**MANAGING CONFLICT/CUR**

| C39QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 1       | 2         | 0.4     | 2                    | 0.4                |
| 2       | 1         | 0.2     | 3                    | 0.6                |
| 3       | 2         | 0.4     | 5                    | 1.1                |
| 4       | 8         | 1.7     | 13                   | 2.7                |
| 5       | 25        | 5.3     | 38                   | 8.0                |
| 6       | 44        | 9.3     | 82                   | 17.3               |
| 7       | 66        | 13.9    | 148                  | 31.2               |
| 8       | 138       | 29.1    | 286                  | 60.2               |
| 9       | 102       | 21.5    | 388                  | 81.7               |
| 10      | 87        | 18.3    | 475                  | 100.0              |

Frequency Missing = 1

**MANAGING CONFLICT/REQ**

| R39QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 4       | 3         | 0.6     | 3                    | 0.6                |
| 5       | 3         | 0.6     | 6                    | 1.3                |
| 6       | 9         | 1.9     | 15                   | 3.2                |
| 7       | 22        | 4.6     | 37                   | 7.8                |
| 8       | 71        | 14.9    | 108                  | 22.7               |
| 9       | 109       | 22.9    | 217                  | 45.7               |
| 10      | 258       | 54.3    | 475                  | 100.0              |

Frequency Missing = 1

BUILDING TEAMWORK/CUR

| C40QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 3       | 1         | 0.2     | 1          | 0.2        |
| 4       | 4         | 0.8     | 5          | 1.1        |
| 5       | 17        | 3.6     | 22         | 4.7        |
| 6       | 31        | 6.6     | 53         | 11.2       |
| 7       | 55        | 11.6    | 108        | 22.8       |
| 8       | 111       | 23.5    | 219        | 46.3       |
| 9       | 117       | 24.7    | 336        | 71.0       |
| 10      | 137       | 29.0    | 473        | 100.0      |

Frequency Missing = 3

BUILDING TEAMWORK/REQ

| R40QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 4       | 2         | 0.4     | 2          | 0.4        |
| 5       | 1         | 0.2     | 3          | 0.6        |
| 6       | 7         | 1.5     | 10         | 2.1        |
| 7       | 18        | 3.8     | 28         | 5.9        |
| 8       | 64        | 13.5    | 92         | 19.4       |
| 9       | 92        | 19.4    | 184        | 38.8       |
| 10      | 290       | 61.2    | 474        | 100.0      |

Frequency Missing = 2

DEVLP POS ORGAN CLIMAT/CUR

| C41QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 2       | 1         | 0.2     | 1          | 0.2        |
| 4       | 4         | 0.8     | 5          | 1.1        |
| 5       | 16        | 3.4     | 21         | 4.4        |
| 6       | 25        | 5.3     | 46         | 9.7        |
| 7       | 62        | 13.1    | 108        | 22.7       |
| 8       | 117       | 24.6    | 225        | 47.4       |
| 9       | 127       | 26.7    | 352        | 74.1       |
| 10      | 123       | 25.9    | 475        | 100.0      |

Frequency Missing = 1

DEVLP POS ORGAN CLIMAT/REQ

| R41QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 3       | 1         | 0.2     | 1                    | 0.2                |
| 4       | 1         | 0.2     | 2                    | 0.4                |
| 6       | 7         | 1.5     | 9                    | 1.9                |
| 7       | 14        | 2.9     | 23                   | 4.8                |
| 8       | 57        | 12.0    | 80                   | 16.8               |
| 9       | 97        | 20.4    | 177                  | 37.3               |
| 10      | 298       | 62.7    | 475                  | 100.0              |

Frequency Missing = 1

MOTIVATING PEOPLE/CUR

| C42QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 4       | 6         | 1.3     | 6                    | 1.3                |
| 5       | 19        | 4.0     | 25                   | 5.3                |
| 6       | 34        | 7.2     | 59                   | 12.4               |
| 7       | 58        | 12.2    | 117                  | 24.6               |
| 8       | 136       | 28.6    | 253                  | 53.3               |
| 9       | 117       | 24.6    | 370                  | 77.9               |
| 10      | 105       | 22.1    | 475                  | 100.0              |

Frequency Missing = 1

MOTIVATING PEOPLE/REQ

| R42QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 2       | 1         | 0.2     | 1                    | 0.2                |
| 4       | 3         | 0.6     | 4                    | 0.8                |
| 6       | 6         | 1.3     | 10                   | 2.1                |
| 7       | 16        | 3.4     | 26                   | 5.5                |
| 8       | 68        | 14.3    | 94                   | 19.8               |
| 9       | 93        | 19.6    | 187                  | 39.4               |
| 10      | 288       | 60.6    | 475                  | 100.0              |

Frequency Missing = 1

**EMPTY COORD MECHNSM/CUR**

| C43QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 2         | 0.4     | 2          | 0.4        |
| 2       | 2         | 0.4     | 4          | 0.8        |
| 3       | 5         | 1.1     | 9          | 1.9        |
| 4       | 14        | 2.9     | 23         | 4.8        |
| 5       | 31        | 6.5     | 54         | 11.4       |
| 6       | 43        | 9.1     | 97         | 20.4       |
| 7       | 85        | 17.9    | 182        | 38.3       |
| 8       | 135       | 28.4    | 317        | 66.7       |
| 9       | 76        | 16.0    | 393        | 82.7       |
| 10      | 82        | 17.3    | 475        | 100.0      |

Frequency Missing = 1

**EMPTY COORD MECHNSM/REQ**

| R43QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 1         | 0.2     | 1          | 0.2        |
| 2       | 1         | 0.2     | 2          | 0.4        |
| 3       | 3         | 0.6     | 5          | 1.1        |
| 4       | 1         | 0.2     | 6          | 1.3        |
| 5       | 5         | 1.1     | 11         | 2.3        |
| 6       | 15        | 3.2     | 26         | 5.5        |
| 7       | 45        | 9.5     | 71         | 14.9       |
| 8       | 114       | 24.0    | 185        | 38.9       |
| 9       | 113       | 23.8    | 298        | 62.7       |
| 10      | 177       | 37.3    | 475        | 100.0      |

Frequency Missing = 1

DEVLP SUBORDINATES/CUR

| C44QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 3       | 1         | 0.2     | 1                    | 0.2                |
| 4       | 6         | 1.3     | 7                    | 1.5                |
| 5       | 17        | 3.6     | 24                   | 5.1                |
| 6       | 29        | 6.1     | 53                   | 11.2               |
| 7       | 61        | 12.8    | 114                  | 24.0               |
| 8       | 127       | 26.7    | 241                  | 50.7               |
| 9       | 99        | 20.8    | 340                  | 71.6               |
| 10      | 135       | 28.4    | 475                  | 100.0              |

Frequency Missing = 1

DEVLP SUBORDINATES/REQ

| R44QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 2       | 1         | 0.2     | 1                    | 0.2                |
| 4       | 2         | 0.4     | 3                    | 0.6                |
| 5       | 4         | 0.8     | 7                    | 1.5                |
| 6       | 10        | 2.1     | 17                   | 3.6                |
| 7       | 29        | 6.1     | 46                   | 9.7                |
| 8       | 84        | 17.7    | 130                  | 27.4               |
| 9       | 85        | 17.9    | 215                  | 45.3               |
| 10      | 260       | 54.7    | 475                  | 100.0              |

Frequency Missing = 1

UNDRSTND ROLE CO & XO/CUR

| C45QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 1         | 0.2     | 1                    | 0.2                |
| 1       | 1         | 0.2     | 2                    | 0.4                |
| 2       | 4         | 0.8     | 6                    | 1.3                |
| 3       | 9         | 1.9     | 15                   | 3.2                |
| 4       | 12        | 2.5     | 27                   | 5.7                |
| 5       | 19        | 4.0     | 46                   | 9.7                |
| 6       | 36        | 7.6     | 82                   | 17.3               |
| 7       | 66        | 13.9    | 148                  | 31.2               |
| 8       | 101       | 21.3    | 249                  | 52.4               |
| 9       | 92        | 19.4    | 341                  | 71.8               |
| 10      | 134       | 28.2    | 475                  | 100.0              |

Frequency Missing = 1

UNDRSTND ROLE CO & XO/REQ

| R45QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 4         | 0.8     | 4                    | 0.8                |
| 1       | 1         | 0.2     | 5                    | 1.1                |
| 2       | 4         | 0.8     | 9                    | 1.9                |
| 3       | 4         | 0.8     | 13                   | 2.7                |
| 4       | 1         | 0.2     | 14                   | 2.9                |
| 5       | 5         | 1.1     | 19                   | 4.0                |
| 6       | 9         | 1.9     | 28                   | 5.9                |
| 7       | 17        | 3.6     | 45                   | 9.5                |
| 8       | 78        | 16.4    | 123                  | 25.9               |
| 9       | 73        | 15.4    | 196                  | 41.3               |
| 10      | 279       | 58.7    | 475                  | 100.0              |

Frequency Missing = 1

PROM INNOVT & RISK BHVR/CUR

| C46QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 2       | 2         | 0.4     | 2                    | 0.4                |
| 3       | 3         | 0.6     | 5                    | 1.1                |
| 4       | 12        | 2.5     | 17                   | 3.6                |
| 5       | 25        | 5.3     | 42                   | 8.9                |
| 6       | 46        | 9.7     | 88                   | 18.6               |
| 7       | 67        | 14.1    | 155                  | 32.7               |
| 8       | 126       | 26.6    | 281                  | 59.3               |
| 9       | 80        | 16.9    | 361                  | 76.2               |
| 10      | 113       | 23.8    | 474                  | 100.0              |

Frequency Missing = 2

PROM INNOVT & RISK BHVR/REQ

| R46QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 2       | 1         | 0.2     | 1                    | 0.2                |
| 4       | 5         | 1.1     | 6                    | 1.3                |
| 5       | 10        | 2.1     | 16                   | 3.4                |
| 6       | 18        | 3.8     | 34                   | 7.2                |
| 7       | 35        | 7.4     | 69                   | 14.6               |
| 8       | 105       | 22.2    | 174                  | 36.7               |
| 9       | 104       | 21.9    | 278                  | 58.6               |
| 10      | 196       | 41.4    | 474                  | 100.0              |

Frequency Missing = 2

MNG CIV PER BY REG PROC/CUR

| C47QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 2         | 0.4     | 2          | 0.4        |
| 1       | 7         | 1.5     | 9          | 1.9        |
| 2       | 17        | 3.6     | 26         | 5.5        |
| 3       | 30        | 6.3     | 56         | 11.8       |
| 4       | 32        | 6.7     | 88         | 18.5       |
| 5       | 54        | 11.4    | 142        | 29.9       |
| 6       | 77        | 16.2    | 219        | 46.1       |
| 7       | 85        | 17.9    | 304        | 64.0       |
| 8       | 86        | 18.1    | 390        | 82.1       |
| 9       | 45        | 9.5     | 435        | 91.6       |
| 10      | 40        | 8.4     | 475        | 100.0      |

Frequency Missing = 1

MNG CIV PER BY REG PROC/REQ

| R47QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 8         | 1.7     | 8          | 1.7        |
| 1       | 1         | 0.2     | 9          | 1.9        |
| 2       | 2         | 0.4     | 11         | 2.3        |
| 3       | 5         | 1.1     | 16         | 3.4        |
| 4       | 5         | 1.1     | 21         | 4.4        |
| 5       | 13        | 2.7     | 34         | 7.2        |
| 6       | 22        | 4.6     | 56         | 11.8       |
| 7       | 64        | 13.5    | 120        | 25.3       |
| 8       | 135       | 28.4    | 255        | 53.7       |
| 9       | 107       | 22.5    | 362        | 76.2       |
| 10      | 113       | 23.8    | 475        | 100.0      |

Frequency Missing = 1

The SAS System

MNG MIL PER BY REG PROC/CUR

| C48QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 3       | 3         | 0.6     | 3                    | 0.6                |
| 4       | 9         | 1.9     | 12                   | 2.5                |
| 5       | 28        | 5.9     | 40                   | 8.4                |
| 6       | 47        | 9.9     | 87                   | 18.3               |
| 7       | 71        | 14.9    | 158                  | 33.3               |
| 8       | 126       | 26.5    | 284                  | 59.8               |
| 9       | 105       | 22.1    | 389                  | 81.9               |
| 10      | 86        | 18.1    | 475                  | 100.0              |

Frequency Missing = 1

MNG MIL PER BY REG PROC/REQ

| R48QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 1         | 0.2     | 1                    | 0.2                |
| 1       | 1         | 0.2     | 2                    | 0.4                |
| 2       | 2         | 0.4     | 4                    | 0.8                |
| 3       | 1         | 0.2     | 5                    | 1.1                |
| 4       | 4         | 0.8     | 9                    | 1.9                |
| 5       | 7         | 1.5     | 16                   | 3.4                |
| 6       | 20        | 4.2     | 36                   | 7.6                |
| 7       | 38        | 8.0     | 74                   | 15.6               |
| 8       | 120       | 25.3    | 194                  | 40.8               |
| 9       | 117       | 24.6    | 311                  | 65.5               |
| 10      | 164       | 34.5    | 475                  | 100.0              |

Frequency Missing = 1

EVAL MANPWR STAF NEEDS/CUR

| C49QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 1         | 0.2     | 1                    | 0.2                |
| 1       | 1         | 0.2     | 2                    | 0.4                |
| 2       | 3         | 0.6     | 5                    | 1.1                |
| 3       | 15        | 3.2     | 20                   | 4.2                |
| 4       | 19        | 4.0     | 39                   | 8.2                |
| 5       | 42        | 8.9     | 81                   | 17.1               |
| 6       | 54        | 11.4    | 135                  | 28.5               |
| 7       | 97        | 20.5    | 232                  | 49.0               |
| 8       | 109       | 23.0    | 341                  | 72.1               |
| 9       | 70        | 14.8    | 411                  | 86.9               |
| 10      | 62        | 13.1    | 473                  | 100.0              |

Frequency Missing = 3

EVAL MANPWR STAF NEEDS/REQ

| R49QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 1         | 0.2     | 1                    | 0.2                |
| 1       | 2         | 0.4     | 3                    | 0.6                |
| 3       | 1         | 0.2     | 4                    | 0.8                |
| 4       | 4         | 0.8     | 8                    | 1.7                |
| 5       | 8         | 1.7     | 16                   | 3.4                |
| 6       | 19        | 4.0     | 35                   | 7.4                |
| 7       | 45        | 9.5     | 80                   | 16.9               |
| 8       | 146       | 30.9    | 226                  | 47.8               |
| 9       | 117       | 24.7    | 343                  | 72.5               |
| 10      | 130       | 27.5    | 473                  | 100.0              |

Frequency Missing = 3

**MANAGE LABOR RELATIONS/CUR**

| C50QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 34        | 7.2     | 34                   | 7.2                |
| 1       | 21        | 4.4     | 55                   | 11.6               |
| 2       | 30        | 6.3     | 85                   | 18.0               |
| 3       | 48        | 10.1    | 133                  | 28.1               |
| 4       | 46        | 9.7     | 179                  | 37.8               |
| 5       | 72        | 15.2    | 251                  | 53.1               |
| 6       | 66        | 14.0    | 317                  | 67.0               |
| 7       | 65        | 13.7    | 382                  | 80.8               |
| 8       | 50        | 10.6    | 432                  | 91.3               |
| 9       | 14        | 3.0     | 446                  | 94.3               |
| 10      | 27        | 5.7     | 473                  | 100.0              |

Frequency Missing = 3

**MANAGE LABOR RELATIONS/REQ**

| R50QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 24        | 5.1     | 24                   | 5.1                |
| 1       | 5         | 1.1     | 29                   | 6.1                |
| 2       | 9         | 1.9     | 38                   | 8.0                |
| 3       | 13        | 2.7     | 51                   | 10.8               |
| 4       | 9         | 1.9     | 60                   | 12.7               |
| 5       | 31        | 6.6     | 91                   | 19.2               |
| 6       | 39        | 8.2     | 130                  | 27.5               |
| 7       | 76        | 16.1    | 206                  | 43.6               |
| 8       | 116       | 24.5    | 322                  | 68.1               |
| 9       | 79        | 16.7    | 401                  | 84.8               |
| 10      | 72        | 15.2    | 473                  | 100.0              |

Frequency Missing = 3

MANG MULTI-CULT DIVRSTY/CUR

| C51QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 2       | 5         | 1.1     | 5          | 1.1        |
| 3       | 12        | 2.5     | 17         | 3.6        |
| 4       | 23        | 4.8     | 40         | 8.4        |
| 5       | 43        | 9.1     | 83         | 17.5       |
| 6       | 48        | 10.1    | 131        | 27.6       |
| 7       | 84        | 17.7    | 215        | 45.3       |
| 8       | 123       | 25.9    | 338        | 71.2       |
| 9       | 70        | 14.7    | 408        | 85.9       |
| 10      | 67        | 14.1    | 475        | 100.0      |

Frequency Missing = 1

MANG MULTI-CULT DIVRSTY/REQ

| R51QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 7         | 1.5     | 7          | 1.5        |
| 1       | 2         | 0.4     | 9          | 1.9        |
| 2       | 3         | 0.6     | 12         | 2.5        |
| 3       | 3         | 0.6     | 15         | 3.2        |
| 4       | 6         | 1.3     | 21         | 4.4        |
| 5       | 28        | 5.9     | 49         | 10.3       |
| 6       | 22        | 4.6     | 71         | 14.9       |
| 7       | 62        | 13.1    | 133        | 28.0       |
| 8       | 115       | 24.2    | 248        | 52.2       |
| 9       | 102       | 21.5    | 350        | 73.7       |
| 10      | 125       | 26.3    | 475        | 100.0      |

Frequency Missing = 1

PROM ETHICL PRAC IN OPS/CUR

| C52QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 3       | 2         | 0.4     | 2                    | 0.4                |
| 4       | 6         | 1.3     | 8                    | 1.7                |
| 5       | 17        | 3.6     | 25                   | 5.3                |
| 6       | 32        | 6.8     | 57                   | 12.0               |
| 7       | 55        | 11.6    | 112                  | 23.6               |
| 8       | 125       | 26.4    | 237                  | 50.0               |
| 9       | 97        | 20.5    | 334                  | 70.5               |
| 10      | 140       | 29.5    | 474                  | 100.0              |

Frequency Missing = 2

PROM ETHICL PRAC IN OPS/REQ

| R52QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 2         | 0.4     | 2                    | 0.4                |
| 1       | 1         | 0.2     | 3                    | 0.6                |
| 2       | 1         | 0.2     | 4                    | 0.8                |
| 3       | 1         | 0.2     | 5                    | 1.1                |
| 4       | 3         | 0.6     | 8                    | 1.7                |
| 5       | 7         | 1.5     | 15                   | 3.2                |
| 6       | 12        | 2.5     | 27                   | 5.7                |
| 7       | 30        | 6.3     | 57                   | 12.0               |
| 8       | 75        | 15.8    | 132                  | 27.8               |
| 9       | 83        | 17.5    | 215                  | 45.4               |
| 10      | 259       | 54.6    | 474                  | 100.0              |

Frequency Missing = 2

WRITING EFFECTIVELY/CUR

| C53QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 3       | 1         | 0.2     | 1                    | 0.2                |
| 4       | 4         | 0.8     | 5                    | 1.1                |
| 5       | 11        | 2.3     | 16                   | 3.4                |
| 6       | 19        | 4.0     | 35                   | 7.4                |
| 7       | 58        | 12.2    | 93                   | 19.6               |
| 8       | 131       | 27.6    | 224                  | 47.2               |
| 9       | 131       | 27.6    | 355                  | 74.7               |
| 10      | 120       | 25.3    | 475                  | 100.0              |

Frequency Missing = 1

WRITING EFFECTIVELY/REQ

| R53QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 5       | 5         | 1.1     | 5                    | 1.1                |
| 6       | 5         | 1.1     | 10                   | 2.1                |
| 7       | 13        | 2.7     | 23                   | 4.8                |
| 8       | 83        | 17.5    | 106                  | 22.3               |
| 9       | 117       | 24.6    | 223                  | 46.9               |
| 10      | 252       | 53.1    | 475                  | 100.0              |

Frequency Missing = 1

POS & NEG FEEDBACK/CUR

| C54QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 3       | 1         | 0.2     | 1                    | 0.2                |
| 4       | 6         | 1.3     | 7                    | 1.5                |
| 5       | 17        | 3.6     | 24                   | 5.1                |
| 6       | 24        | 5.1     | 48                   | 10.1               |
| 7       | 73        | 15.4    | 121                  | 25.5               |
| 8       | 152       | 32.0    | 273                  | 57.5               |
| 9       | 105       | 22.1    | 378                  | 79.6               |
| 10      | 97        | 20.4    | 475                  | 100.0              |

Frequency Missing = 1

POS & NEG FEEDBACK/REQ

| R54QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 1         | 0.2     | 1                    | 0.2                |
| 5       | 4         | 0.8     | 5                    | 1.1                |
| 6       | 3         | 0.6     | 8                    | 1.7                |
| 7       | 22        | 4.6     | 30                   | 6.3                |
| 8       | 80        | 16.8    | 110                  | 23.2               |
| 9       | 123       | 25.9    | 233                  | 49.1               |
| 10      | 242       | 50.9    | 475                  | 100.0              |

Frequency Missing = 1

DELVR EFF ORAL PRES/CUR

| C55QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 3       | 3         | 0.6     | 3          | 0.6        |
| 4       | 7         | 1.5     | 10         | 2.1        |
| 5       | 19        | 4.0     | 29         | 6.1        |
| 6       | 38        | 8.0     | 67         | 14.1       |
| 7       | 86        | 18.1    | 153        | 32.2       |
| 8       | 122       | 25.7    | 275        | 57.9       |
| 9       | 115       | 24.2    | 390        | 82.1       |
| 10      | 85        | 17.9    | 475        | 100.0      |

Frequency Missing = 1

DELVR EFF ORAL PRES/REQ

| R55QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 4       | 1         | 0.2     | 1          | 0.2        |
| 5       | 5         | 1.1     | 6          | 1.3        |
| 6       | 6         | 1.3     | 12         | 2.5        |
| 7       | 23        | 4.8     | 35         | 7.4        |
| 8       | 93        | 19.6    | 128        | 26.9       |
| 9       | 128       | 26.9    | 256        | 53.9       |
| 10      | 219       | 46.1    | 475        | 100.0      |

Frequency Missing = 1

**LISTENING EFFECTIVELY/CUR**

| C56QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 1       | 1         | 0.2     | 1          | 0.2        |
| 3       | 3         | 0.6     | 4          | 0.8        |
| 4       | 3         | 0.6     | 7          | 1.5        |
| 5       | 17        | 3.6     | 24         | 5.1        |
| 6       | 30        | 6.3     | 54         | 11.4       |
| 7       | 61        | 12.8    | 115        | 24.2       |
| 8       | 144       | 30.3    | 259        | 54.5       |
| 9       | 91        | 19.2    | 350        | 73.7       |
| 10      | 125       | 26.3    | 475        | 100.0      |

Frequency Missing = 1

**LISTENING EFFECTIVELY/REQ**

| R56QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 3       | 1         | 0.2     | 1          | 0.2        |
| 5       | 1         | 0.2     | 2          | 0.4        |
| 6       | 4         | 0.8     | 6          | 1.3        |
| 7       | 14        | 2.9     | 20         | 4.2        |
| 8       | 64        | 13.5    | 84         | 17.7       |
| 9       | 108       | 22.7    | 192        | 40.4       |
| 10      | 283       | 59.6    | 475        | 100.0      |

Frequency Missing = 1

**BLD WORK & SUPRT RELTN/CUR**

| C57QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 0       | 2         | 0.4     | 2          | 0.4        |
| 1       | 2         | 0.4     | 4          | 0.8        |
| 2       | 1         | 0.2     | 5          | 1.1        |
| 3       | 12        | 2.5     | 17         | 3.6        |
| 4       | 11        | 2.3     | 28         | 5.9        |
| 5       | 35        | 7.4     | 63         | 13.3       |
| 6       | 40        | 8.4     | 103        | 21.7       |
| 7       | 86        | 18.1    | 189        | 39.9       |
| 8       | 124       | 26.2    | 313        | 66.0       |
| 9       | 89        | 18.8    | 402        | 84.8       |
| 10      | 72        | 15.2    | 474        | 100.0      |

Frequency Missing = 2

BLD WORK & SUPRT RELTN/REQ

| R57QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 1         | 0.2     | 1                    | 0.2                |
| 2       | 1         | 0.2     | 2                    | 0.4                |
| 3       | 2         | 0.4     | 4                    | 0.8                |
| 4       | 1         | 0.2     | 5                    | 1.1                |
| 5       | 7         | 1.5     | 12                   | 2.5                |
| 6       | 11        | 2.3     | 23                   | 4.9                |
| 7       | 36        | 7.6     | 59                   | 12.4               |
| 8       | 106       | 22.4    | 165                  | 34.8               |
| 9       | 127       | 26.8    | 292                  | 61.6               |
| 10      | 182       | 38.4    | 474                  | 100.0              |

Frequency Missing = 2

REP ORGN TO EXTRNL GRP/CUR

| C58QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 1         | 0.2     | 1                    | 0.2                |
| 1       | 2         | 0.4     | 3                    | 0.6                |
| 2       | 2         | 0.4     | 5                    | 1.1                |
| 3       | 13        | 2.7     | 18                   | 3.8                |
| 4       | 18        | 3.8     | 36                   | 7.6                |
| 5       | 30        | 6.3     | 66                   | 13.9               |
| 6       | 35        | 7.4     | 101                  | 21.3               |
| 7       | 75        | 15.8    | 176                  | 37.1               |
| 8       | 126       | 26.5    | 302                  | 63.6               |
| 9       | 83        | 17.5    | 385                  | 81.1               |
| 10      | 90        | 18.9    | 475                  | 100.0              |

Frequency Missing = 1

**REP ORGN TO EXTRNL GRP/REQ**

| R58QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 0       | 3         | 0.6     | 3                    | 0.6                |
| 3       | 4         | 0.8     | 7                    | 1.5                |
| 4       | 9         | 1.9     | 16                   | 3.4                |
| 5       | 7         | 1.5     | 23                   | 4.8                |
| 6       | 18        | 3.8     | 41                   | 8.6                |
| 7       | 36        | 7.6     | 77                   | 16.2               |
| 8       | 110       | 23.2    | 187                  | 39.4               |
| 9       | 117       | 24.6    | 304                  | 64.0               |
| 10      | 171       | 36.0    | 475                  | 100.0              |

**Frequency Missing = 1**

**CLIMATE OF OPEN COMM/CUR**

| C59QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 3       | 1         | 0.2     | 1                    | 0.2                |
| 4       | 1         | 0.2     | 2                    | 0.4                |
| 5       | 9         | 1.9     | 11                   | 2.3                |
| 6       | 25        | 5.3     | 36                   | 7.6                |
| 7       | 48        | 10.1    | 84                   | 17.7               |
| 8       | 121       | 25.5    | 205                  | 43.2               |
| 9       | 124       | 26.1    | 329                  | 69.3               |
| 10      | 146       | 30.7    | 475                  | 100.0              |

**Frequency Missing = 1**

**CLIMATE OF OPEN COMM/REQ**

| R59QUES | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
|---------|-----------|---------|----------------------|--------------------|
| 5       | 3         | 0.6     | 3                    | 0.6                |
| 6       | 5         | 1.1     | 8                    | 1.7                |
| 7       | 17        | 3.6     | 25                   | 5.3                |
| 8       | 73        | 15.4    | 98                   | 20.6               |
| 9       | 113       | 23.8    | 211                  | 44.4               |
| 10      | 264       | 55.6    | 475                  | 100.0              |

**Frequency Missing = 1**

**CONDUCT MEETINGS EFF/CUR**

| C60QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 4       | 7         | 1.5     | 7          | 1.5        |
| 5       | 17        | 3.6     | 24         | 5.1        |
| 6       | 39        | 8.2     | 63         | 13.3       |
| 7       | 80        | 16.9    | 143        | 30.2       |
| 8       | 141       | 29.7    | 284        | 59.9       |
| 9       | 102       | 21.5    | 386        | 81.4       |
| 10      | 88        | 18.6    | 474        | 100.0      |

Frequency Missing = 2

**CONDUCT MEETINGS EFF/REQ**

| R60QUES | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 2       | 1         | 0.2     | 1          | 0.2        |
| 3       | 1         | 0.2     | 2          | 0.4        |
| 4       | 1         | 0.2     | 3          | 0.6        |
| 5       | 2         | 0.4     | 5          | 1.1        |
| 6       | 7         | 1.5     | 12         | 2.5        |
| 7       | 23        | 4.8     | 35         | 7.4        |
| 8       | 99        | 20.8    | 134        | 28.2       |
| 9       | 124       | 26.1    | 258        | 54.3       |
| 10      | 217       | 45.7    | 475        | 100.0      |

Frequency Missing = 1

**FINANCIAL/RESOURCE MGMT**

| FINMGMT | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 1       | 2         | 0.4     | 2          | 0.4        |
| 2       | 4         | 0.8     | 6          | 1.3        |
| 3       | 5         | 1.1     | 11         | 2.3        |
| 4       | 12        | 2.5     | 23         | 4.8        |
| 5       | 20        | 4.2     | 43         | 9.0        |
| 6       | 31        | 6.5     | 74         | 15.5       |
| 7       | 72        | 15.1    | 146        | 30.7       |
| 8       | 145       | 30.5    | 291        | 61.1       |
| 9       | 98        | 20.6    | 389        | 81.7       |
| 10      | 87        | 18.3    | 476        | 100.0      |

**PROGRAM PLANNING & EVAL**

| <b>PROGRAM</b> | <b>Frequency</b> | <b>Percent</b> | <b>Cumulative Frequency</b> | <b>Cumulative Percent</b> |
|----------------|------------------|----------------|-----------------------------|---------------------------|
| 2              | 4                | 0.8            | 4                           | 0.8                       |
| 3              | 2                | 0.4            | 6                           | 1.3                       |
| 4              | 10               | 2.1            | 16                          | 3.4                       |
| 5              | 22               | 4.6            | 38                          | 8.0                       |
| 6              | 33               | 6.9            | 71                          | 14.9                      |
| 7              | 84               | 17.6           | 155                         | 32.6                      |
| 8              | 146              | 30.7           | 301                         | 63.2                      |
| 9              | 105              | 22.1           | 406                         | 85.3                      |
| 10             | 70               | 14.7           | 476                         | 100.0                     |

**DECISION MAKNG/PROBLM SOLV**

| <b>DECISION</b> | <b>Frequency</b> | <b>Percent</b> | <b>Cumulative Frequency</b> | <b>Cumulative Percent</b> |
|-----------------|------------------|----------------|-----------------------------|---------------------------|
| 1               | 1                | 0.2            | 1                           | 0.2                       |
| 2               | 2                | 0.4            | 3                           | 0.6                       |
| 3               | 5                | 1.1            | 8                           | 1.7                       |
| 4               | 9                | 1.9            | 17                          | 3.6                       |
| 5               | 17               | 3.6            | 34                          | 7.1                       |
| 6               | 27               | 5.7            | 61                          | 12.8                      |
| 7               | 55               | 11.6           | 116                         | 24.4                      |
| 8               | 116              | 24.4           | 232                         | 48.7                      |
| 9               | 100              | 21.0           | 332                         | 69.7                      |
| 10              | 144              | 30.3           | 476                         | 100.0                     |

**LEGAL ISSUES**

| <b>LEGAL</b> | <b>Frequency</b> | <b>Percent</b> | <b>Cumulative Frequency</b> | <b>Cumulative Percent</b> |
|--------------|------------------|----------------|-----------------------------|---------------------------|
| 1            | 2                | 0.4            | 2                           | 0.4                       |
| 2            | 4                | 0.8            | 6                           | 1.3                       |
| 3            | 16               | 3.4            | 22                          | 4.6                       |
| 4            | 16               | 3.4            | 38                          | 8.0                       |
| 5            | 46               | 9.7            | 84                          | 17.7                      |
| 6            | 61               | 12.8           | 145                         | 30.5                      |
| 7            | 94               | 19.8           | 239                         | 50.3                      |
| 8            | 129              | 27.2           | 368                         | 77.5                      |
| 9            | 57               | 12.0           | 425                         | 89.5                      |
| 10           | 50               | 10.5           | 475                         | 100.0                     |

Frequency Missing = 1

### OPERATIONS MGMT ISSUES

| OPMGMT | Frequency | Percent | Cumulative | Cumulative |
|--------|-----------|---------|------------|------------|
|        |           |         | Frequency  | Percent    |
| 1      | 3         | 0.6     | 3          | 0.6        |
| 2      | 3         | 0.6     | 6          | 1.3        |
| 3      | 7         | 1.5     | 13         | 2.7        |
| 4      | 18        | 3.8     | 31         | 6.5        |
| 5      | 48        | 10.1    | 79         | 16.6       |
| 6      | 43        | 9.1     | 122        | 25.7       |
| 7      | 125       | 26.3    | 247        | 52.0       |
| 8      | 135       | 28.4    | 382        | 80.4       |
| 9      | 63        | 13.3    | 445        | 93.7       |
| 10     | 30        | 6.3     | 475        | 100.0      |

Frequency Missing = 1

### ORGANIZATIONAL BEHAVIOR

| ORGNBEH | Frequency | Percent | Cumulative | Cumulative |
|---------|-----------|---------|------------|------------|
|         |           |         | Frequency  | Percent    |
| 1       | 5         | 1.1     | 5          | 1.1        |
| 2       | 1         | 0.2     | 6          | 1.3        |
| 3       | 8         | 1.7     | 14         | 2.9        |
| 4       | 7         | 1.5     | 21         | 4.4        |
| 5       | 21        | 4.4     | 42         | 8.8        |
| 6       | 45        | 9.5     | 87         | 18.3       |
| 7       | 52        | 10.9    | 139        | 29.2       |
| 8       | 85        | 17.9    | 224        | 47.1       |
| 9       | 105       | 22.1    | 329        | 69.1       |
| 10      | 147       | 30.9    | 476        | 100.0      |

### MANPOWER/HUMAN RES MGMT

| MANPOWER | Frequency | Percent | Cumulative | Cumulative |
|----------|-----------|---------|------------|------------|
|          |           |         | Frequency  | Percent    |
| 2        | 3         | 0.6     | 3          | 0.6        |
| 3        | 3         | 0.6     | 6          | 1.3        |
| 4        | 8         | 1.7     | 14         | 2.9        |
| 5        | 18        | 3.8     | 32         | 6.7        |
| 6        | 36        | 7.6     | 68         | 14.3       |
| 7        | 75        | 15.8    | 143        | 30.0       |
| 8        | 107       | 22.5    | 250        | 52.5       |
| 9        | 101       | 21.2    | 351        | 73.7       |
| 10       | 125       | 26.3    | 476        | 100.0      |

## COMMUNICATION

| COMM | Frequency | Percent | Cumulative | Cumulative |
|------|-----------|---------|------------|------------|
|      |           |         | Frequency  | Percent    |
| 1    | 3         | 0.6     | 3          | 0.6        |
| 2    | 4         | 0.8     | 7          | 1.5        |
| 3    | 8         | 1.7     | 15         | 3.2        |
| 4    | 7         | 1.5     | 22         | 4.6        |
| 5    | 12        | 2.5     | 34         | 7.1        |
| 6    | 14        | 2.9     | 48         | 10.1       |
| 7    | 22        | 4.6     | 70         | 14.7       |
| 8    | 61        | 12.8    | 131        | 27.5       |
| 9    | 107       | 22.5    | 238        | 50.0       |
| 10   | 238       | 50.0    | 476        | 100.0      |

**APPENDIX G**  
**SURVEY RESPONSE MEANS AND DELTAS**

**FINANCIAL MANAGEMENT MEANS AND DELTAS**

| Variable | Label                               | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|-------------------------------------|-----|-----------|-----------|-------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 474 | 5.3101266 | 2.4809683 | 0           | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 474 | 7.3902954 | 1.8408079 | 0           | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 472 | 2.0677966 | 2.5161181 | -5.0000000  | 8.0000000  |
| C2QUES   | RECOG FUNDING SOURCES/CUR           | 475 | 5.7284211 | 2.5990774 | 0           | 10.0000000 |
| R2QUES   | RECOG FUNDING SOURCES/REQ           | 475 | 7.9431579 | 1.7231761 | 0           | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 476 | 2.2130802 | 2.6048738 | -5.0000000  | 10.0000000 |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 475 | 5.4905263 | 2.6619317 | 0           | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 474 | 7.5738397 | 2.0624067 | 0           | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 473 | 2.0676533 | 2.7074267 | -6.0000000  | 10.0000000 |
| C4QUES   | RES MGMT ADV & DRMBK/CUR            | 472 | 5.0741525 | 2.6294125 | 0           | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRMBK/REQ            | 471 | 7.3354565 | 2.6356790 | 0           | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 470 | 2.2595745 | 2.7107666 | -10.0000000 | 10.0000000 |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 469 | 4.4200426 | 2.9632857 | 0           | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 468 | 6.5982906 | 2.9819150 | 0           | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 467 | 2.1691649 | 3.0318892 | -10.0000000 | 10.0000000 |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 474 | 4.5675105 | 2.5758631 | 0           | 10.0000000 |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 475 | 6.6968421 | 2.2819902 | 0           | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 473 | 2.1395349 | 2.8473861 | -7.0000000  | 10.0000000 |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 475 | 5.5368421 | 2.6814353 | 0           | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 475 | 7.3810526 | 2.2266271 | 0           | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 474 | 1.8523207 | 2.7107423 | -9.0000000  | 10.0000000 |
| FINMNGT  | FINANCIAL/RESOURCE MGMT             | 476 | 7.9306723 | 1.7036878 | 1.0000000   | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 467 | 5.1710003 | 2.2300066 | 0.1428571   | 10.0000000 |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 467 | 7.2792903 | 1.8127754 | 0           | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 464 | 2.1012931 | 2.3315911 | -5.5714286  | 9.5714286  |

**PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS**

| Variable | Label                                | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|--------------------------------------|-----|-----------|-----------|-------------|------------|
| C8QUES   | MANAGING PLANNING PROCS/CUR          | 475 | 5.5936842 | 2.4617672 | 0           | 10.0000000 |
| R8QUES   | MANAGING PLANNING PROCS/REQ          | 475 | 7.6547368 | 1.8755460 | 0           | 10.0000000 |
| Q8DELTA  | DELTA-MANAGING PLANNING PROCS        | 474 | 2.0780591 | 2.3821534 | -5.0000000  | 9.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 475 | 6.0273684 | 2.3005431 | 0           | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 475 | 7.8694737 | 1.6572990 | 0           | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 474 | 1.8586498 | 2.2306388 | -6.0000000  | 9.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 475 | 5.2715789 | 2.5299749 | 0           | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 473 | 7.4778013 | 1.9925799 | 0           | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 472 | 2.2076271 | 2.4940066 | -6.0000000  | 10.0000000 |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 475 | 7.2105263 | 1.8921041 | 1.0000000   | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 475 | 8.5010526 | 1.5057901 | 2.0000000   | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 474 | 1.3059072 | 1.9150254 | -6.0000000  | 9.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 472 | 7.5783898 | 2.1420368 | 0           | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 473 | 8.4080338 | 1.8262733 | 0           | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 471 | 0.8407643 | 1.9802521 | -10.0000000 | 10.0000000 |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 476 | 7.9054622 | 1.5551245 | 2.0000000   | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 472 | 6.3406780 | 1.9151087 | 1.0000000   | 10.0000000 |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 471 | 7.9910828 | 1.4379062 | 1.0000000   | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 469 | 1.6605544 | 1.8408704 | -4.8000000  | 7.4000000  |

**DECISION MAKING MEANS AND DELTAS**

| Variable | Label                                 | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|---------------------------------------|-----|-----------|-----------|-------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 475 | 7.7178947 | 1.6434231 | 2.0000000   | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 475 | 8.7936842 | 1.1940261 | 4.0000000   | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO               | 474 | 1.0822785 | 1.6019222 | -5.0000000  | 7.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKING/CUR           | 474 | 8.1075949 | 1.5260339 | 1.0000000   | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKING/REQ           | 476 | 8.7320675 | 1.3077849 | 0           | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING         | 473 | 0.6300211 | 1.4557409 | -8.0000000  | 7.0000000  |
| C15QUES  | DECISN MAKING TECH/CUR                | 474 | 7.6329114 | 1.6781940 | 3.0000000   | 10.0000000 |
| R15QUES  | DECISN MAKING TECH/REQ                | 476 | 8.5822785 | 1.3128823 | 3.0000000   | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES        | 473 | 0.9556025 | 1.6313063 | -5.0000000  | 7.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 474 | 5.5590717 | 2.3277197 | 0           | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 473 | 7.8773784 | 1.6842289 | 1.0000000   | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 472 | 2.5220339 | 2.3245440 | -4.0000000  | 10.0000000 |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 475 | 5.4526316 | 2.4137809 | 0           | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 473 | 7.1501057 | 1.9695609 | 0           | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 472 | 1.6949153 | 2.4779571 | -5.0000000  | 10.0000000 |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 475 | 5.2210526 | 2.5315684 | 0           | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 474 | 7.2109705 | 2.0792456 | 0           | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 473 | 1.9936575 | 2.5788337 | -10.0000000 | 10.0000000 |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 474 | 5.0949367 | 2.4124097 | 0           | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 475 | 6.9873684 | 1.9583879 | 0           | 10.0000000 |
| Q19DELTA | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 473 | 1.9006342 | 2.4322732 | -7.0000000  | 9.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 474 | 7.0928270 | 2.0552185 | 0           | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 475 | 8.4084211 | 1.4073094 | 3.0000000   | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 473 | 1.3234672 | 1.9153204 | -5.0000000  | 8.0000000  |
| DECISION | DECISION MAKING/PROBLM SOLV           | 476 | 8.3109244 | 1.6770797 | 1.0000000   | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 471 | 6.4869958 | 1.6565865 | 1.8750000   | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 469 | 7.9688166 | 1.2218493 | 3.6250000   | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 467 | 1.4855460 | 1.6561450 | -5.1250000  | 7.5000000  |

**LEGAL ISSUES MEANS AND DELTAS**

| Variable | Label                          | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|-----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 475 | 7.3284211 | 1.9898298 | 0          | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 474 | 8.3375527 | 1.7996896 | 0          | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLTN OF UCMJ      | 473 | 1.0042263 | 2.1648147 | -9.0000000 | 9.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 475 | 7.1452632 | 2.2730195 | 0          | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 475 | 8.0378947 | 2.0578746 | 0          | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 474 | 0.8987342 | 2.4263122 | -8.0000000 | 9.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 475 | 7.1263158 | 2.3476450 | 0          | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 474 | 8.1561181 | 2.0739231 | 0          | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 473 | 1.0317125 | 2.4617946 | -9.0000000 | 9.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 476 | 6.4451477 | 2.3745808 | 0          | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 474 | 7.6708861 | 2.1471542 | 0          | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 473 | 1.2304440 | 2.5344581 | -9.0000000 | 9.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 476 | 6.7637131 | 2.1671855 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 474 | 8.2257384 | 1.9018440 | 0          | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 473 | 1.4693446 | 2.2340800 | -8.0000000 | 10.0000000 |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 475 | 6.1768421 | 2.2600667 | 0          | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 475 | 7.9200000 | 1.9535535 | 0          | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 474 | 1.7510549 | 2.3938895 | -8.0000000 | 10.0000000 |
| LEGAL    | LEGAL ISSUES                   | 475 | 7.2021053 | 1.8396988 | 1.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 473 | 6.8337999 | 1.8620772 | 0.8333333  | 10.0000000 |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 472 | 8.0674435 | 1.7036192 | 0          | 10.0000000 |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 471 | 1.2296532 | 2.0063541 | -8.0000000 | 8.6666667  |

**OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS**

| Variable | Label                                    | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--|-----|-----------|-----------|------------|------------|
| C27QUES  | IMPCT OSHA REQ HOSP OP/CUR               | 474 | 6.1139241 | 2.4674833 | 0          | 10.0000000 |
| R27QUES  | IMPCT OSHA REQ HOSP OP/REQ               | 474 | 7.6561181 | 2.3313958 | 0          | 10.0000000 |
| Q27DELTA | DELTA-IMPACT OF OSHA ON HOSP             | 473 | 1.5496829 | 2.5408036 | -8.0000000 | 10.0000000 |
| C28QUES  | EVAL PROP TO AGR TECH/CUR                | 475 | 6.2652632 | 2.1250847 | 0          | 10.0000000 |
| R28QUES  | EVAL PROP TO AGR TECH/REQ                | 475 | 7.6715789 | 1.7458609 | 0          | 10.0000000 |
| Q28DELTA | DELTA-EVAL PROP TO AGR TECH              | 474 | 1.4135021 | 2.1959763 | -8.0000000 | 8.0000000  |
| C29QUES  | OPP & LIN DOD/DON MATRL/CUR              | 474 | 5.3206751 | 2.4843091 | 0          | 10.0000000 |
| R29QUES  | OPP & LIN DOD/DON MATRL/REQ              | 473 | 7.3446089 | 1.9016210 | 0          | 10.0000000 |
| Q29DELTA | DELTA-OPP& LIN TO DOD/DON MATRL          | 472 | 2.0211864 | 2.5101865 | -7.0000000 | 9.0000000  |
| C30QUES  | OVRSEE EQUIP MGMT PRG/CUR                | 475 | 5.7283158 | 2.4513929 | 0          | 10.0000000 |
| R30QUES  | OVRSEE EQUIP MGMT PRG/REQ                | 475 | 6.9536842 | 2.0036786 | 0          | 10.0000000 |
| Q30DELTA | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 474 | 1.2341772 | 2.3386659 | -7.0000000 | 9.0000000  |
| C31QUES  | ENSUR EXEC SECRTY REQ/CUR                | 475 | 5.7452632 | 2.4340139 | 0          | 10.0000000 |
| R31QUES  | ENSUR EXEC SECRTY REQ/REQ                | 475 | 7.0442105 | 2.1248339 | 0          | 10.0000000 |
| Q31DELTA | DELTA-ENSURE EXECUTION OF SEC REQS       | 474 | 1.3059072 | 2.3267193 | -7.0000000 | 9.0000000  |
| C32QUES  | OVRSEE FACILITIES MGMT/CUR               | 475 | 5.5789674 | 2.5696170 | 0          | 10.0000000 |
| R32QUES  | OVRSEE FACILITIES MGMT/REQ               | 475 | 6.8315789 | 2.3566614 | 0          | 10.0000000 |
| Q32DELTA | DELTA-OVERSEE FAC MGMT                   | 476 | 0.2962185 | 0.4570689 | 0          | 1.0000000  |
| OPMGMT   | OPERATIONS MGMT ISSUES                   | 475 | 7.2042105 | 1.6745751 | 1.0000000  | 10.0000000 |
| OPHAGC   | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 473 | 5.7892882 | 1.9674249 | 0.3333333  | 10.0000000 |
| OPHAGR   | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 472 | 7.2454096 | 1.6630116 | 0.6666667  | 10.0000000 |
| OPMDELTA | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 471 | 1.4575372 | 2.0016162 | -7.3333333 | 8.3333333  |

**ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS**

| Variable | Label                                   | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|---|-----|-----------|-----------|------------|------------|
| C33QUES  | KNOW SUP REQ OF FORC/CUR                | 475 | 7.8168421 | 2.0058276 | 0          | 10.0000000 |
| R33QUES  | KNOW SUP REQ OF FORC/REQ                | 475 | 8.6252632 | 1.6234677 | 0          | 10.0000000 |
| Q33DELTA | DELTA-KNOW & SUPPORT OF FORCES          | 474 | 0.8101266 | 2.0267301 | -8.0000000 | 7.0000000  |
| C34QUES  | DEVLP & COMM COND VISH/CUR              | 475 | 7.7305263 | 1.7986794 | 0          | 10.0000000 |
| R34QUES  | DEVLP & COMM COND VISH/REQ              | 475 | 8.8378947 | 1.5660681 | 0          | 10.0000000 |
| Q34DELTA | DELTA-DEVELOP & COMM COMMAND VISION     | 474 | 1.1118143 | 1.9019706 | -8.0000000 | 7.0000000  |
| C35QUES  | INPOWR IND & WORK GRP/CUR               | 475 | 8.2252632 | 1.6035936 | 2.0000000  | 10.0000000 |
| R35QUES  | INPOWR IND & WORK GRP/REQ               | 475 | 8.9536842 | 1.3756326 | 2.0000000  | 10.0000000 |
| Q35DELTA | DELTA-EMPOWR INV & WORK GROUPS          | 474 | 0.7299578 | 1.5817635 | -5.0000000 | 7.0000000  |
| C36QUES  | DEVLP NON-PARCHL PERSP/CUR              | 467 | 8.2119914 | 1.7246091 | 0          | 10.0000000 |
| R36QUES  | DEVLP NON-PARCHL PERSP/REQ              | 468 | 8.7414530 | 1.4170239 | 0          | 10.0000000 |
| Q36DELTA | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE | 466 | 0.5343348 | 1.6010418 | -4.0000000 | 9.0000000  |
| C37QUES  | BUILDING TRUST/CUR                      | 474 | 8.6308017 | 1.3121568 | 4.0000000  | 10.0000000 |
| R37QUES  | BUILDING TRUST/REQ                      | 475 | 9.3284211 | 1.0481713 | 4.0000000  | 10.0000000 |
| Q37DELTA | DELTA-BUILDING TRUST                    | 473 | 0.6976744 | 1.3370276 | -5.0000000 | 5.0000000  |
| C38QUES  | MANAGING CHANGE/CUR                     | 475 | 8.2357895 | 1.4823800 | 2.0000000  | 10.0000000 |
| R38QUES  | MANAGING CHANGE/REQ                     | 475 | 9.2421053 | 1.0585775 | 4.0000000  | 10.0000000 |
| Q38DELTA | DELTA-MANAGING CHANGE                   | 474 | 1.0084388 | 1.5194067 | -5.0000000 | 7.0000000  |
| C39QUES  | MANAGING CONFLICT/CUR                   | 475 | 7.9684211 | 1.6099154 | 1.0000000  | 10.0000000 |
| R39QUES  | MANAGING CONFLICT/REQ                   | 475 | 9.1873684 | 1.1291349 | 4.0000000  | 10.0000000 |
| Q39DELTA | DELTA-MANAGING CONFLICT                 | 474 | 1.2215190 | 1.7165655 | -5.0000000 | 9.0000000  |
| C40QUES  | BUILDING TEAMWORK/CUR                   | 473 | 8.4270613 | 1.4553624 | 3.0000000  | 10.0000000 |
| R40QUES  | BUILDING TEAMWORK/REQ                   | 476 | 9.3270042 | 1.0325714 | 4.0000000  | 10.0000000 |
| Q40DELTA | DELTA-BUILDING TEAMWORK                 | 472 | 0.9025424 | 1.5068964 | -5.0000000 | 6.0000000  |
| C41QUES  | DEVLP POS ORGAN CLIMAT/CUR              | 475 | 8.4021053 | 1.4143612 | 2.0000000  | 10.0000000 |
| R41QUES  | DEVLP POS ORGAN CLIMAT/REQ              | 475 | 9.3810526 | 0.9915566 | 3.0000000  | 10.0000000 |
| Q41DELTA | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT  | 474 | 0.9810127 | 1.4834030 | -5.0000000 | 7.0000000  |
| C42QUES  | MOTIVATING PEOPLE/CUR                   | 475 | 8.2526316 | 1.4288204 | 4.0000000  | 10.0000000 |
| R42QUES  | MOTIVATING PEOPLE/REQ                   | 475 | 9.3115789 | 1.0790353 | 2.0000000  | 10.0000000 |
| Q42DELTA | DELTA-MOTIVATING PEOPLE                 | 474 | 1.0632911 | 1.4942464 | -5.0000000 | 6.0000000  |
| C43QUES  | EMPLY COORD MECHNSH/CUR                 | 475 | 7.7200000 | 1.7500814 | 0          | 10.0000000 |
| R43QUES  | EMPLY COORD MECHNSH/REQ                 | 475 | 8.7242105 | 1.3877642 | 0          | 10.0000000 |
| Q43DELTA | DELTA-EMPLY COORD MECHANISMS            | 474 | 1.0084388 | 1.7142397 | -4.0000000 | 7.0000000  |
| C44QUES  | DEVLP SUBORDINATES/CUR                  | 475 | 8.3578967 | 1.4735057 | 3.0000000  | 10.0000000 |

|          |  |     |           |           |             |            |
|----------|--|-----|-----------|-----------|-------------|------------|
| R64QUES  | DEVLP SUBORDINATES/REQ                   | 475 | 9.1157895 | 1.2209766 | 2.0000000   | 10.0000000 |
| R64DELTA | DELTA-DEVELOP SUBORDINATES               | 474 | 0.7594937 | 1.5226148 | -5.0000000  | 6.0000000  |
| C45QUES  | UNDRSTND ROLE CO & XO/CUR                | 475 | 8.0694757 | 1.8830284 | 0           | 10.0000000 |
| R45QUES  | UNDRSTND ROLE CO & XO/REQ                | 475 | 9.0400000 | 1.6802652 | 0           | 10.0000000 |
| R65DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 474 | 0.9725738 | 2.2575424 | -10.0000000 | 10.0000000 |
| C46QUES  | PROM INNOVT & RISK BHVR/CUR              | 474 | 7.9936709 | 1.6875248 | 2.0000000   | 10.0000000 |
| R46QUES  | PROM INNOVT & RISK BHVR/REQ              | 474 | 8.7784810 | 1.3998914 | 2.0000000   | 10.0000000 |
| R66DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 473 | 0.7864693 | 1.7196263 | -5.0000000  | 7.0000000  |
| ORGBEH   | ORGANIZATIONAL BEHAVIOR                  | 476 | 8.1785714 | 1.8872544 | 1.0000000   | 10.0000000 |
| ORGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 463 | 8.1386918 | 1.2487003 | 4.0000000   | 10.0000000 |
| ORGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 466 | 9.0396996 | 0.9749698 | 4.4285714   | 10.0000000 |
| ORGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 462 | 0.9024428 | 1.2634297 | -3.9285714  | 5.4285714  |

#### MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS

| Variable | Label                                    | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--|-----|-----------|-----------|------------|------------|
| C47QUES  | MNG CIV PER BY REG PROC/CUR              | 475 | 6.4821053 | 2.2193044 | 0          | 10.0000000 |
| R67QUES  | MNG CIV PER BY REG PROC/REQ              | 475 | 8.1221053 | 1.8707824 | 0          | 10.0000000 |
| R67DELTA | DELTA-MANAGING CIV PERSONNEL             | 474 | 1.6476793 | 2.147899  | -8.0000000 | 9.0000000  |
| C48QUES  | MNG MIL PER BY REG PROC/CUR              | 475 | 7.9515789 | 1.5763858 | 3.0000000  | 10.0000000 |
| R48QUES  | MNG MIL PER BY REG PROC/REQ              | 475 | 8.6273684 | 1.4819905 | 0          | 10.0000000 |
| R48DELTA | DELTA-MANAGING MIL PERSONNEL             | 474 | 0.6772152 | 1.7433740 | -8.0000000 | 7.0000000  |
| C49QUES  | EVAL MANPWR STAF NEEDS/CUR               | 473 | 7.3213531 | 1.8928693 | 0          | 10.0000000 |
| R49QUES  | EVAL MANPWR STAF NEEDS/REQ               | 473 | 8.4799154 | 1.4350775 | 0          | 10.0000000 |
| R49DELTA | DELTA-EVAL MANPOWER STAFFING NEEDS       | 472 | 1.1610169 | 1.9849555 | -8.0000000 | 7.0000000  |
| C50QUES  | MANAGE LABOR RELATIONS/CUR               | 473 | 5.1078224 | 2.6694684 | 0          | 10.0000000 |
| R50QUES  | MANAGE LABOR RELATIONS/REQ               | 473 | 7.1416490 | 2.5642215 | 0          | 10.0000000 |
| R50DELTA | DELTA-MANAGE LABOR RELATIONS             | 472 | 2.0487288 | 2.9177978 | -7.0000000 | 10.0000000 |
| C51QUES  | MANG MULTI-CULT DIVRSTY/CUR              | 475 | 7.3957895 | 1.8801605 | 2.0000000  | 10.0000000 |
| R51QUES  | MANG MULTI-CULT DIVRSTY/REQ              | 475 | 8.0736842 | 1.9629592 | 0          | 10.0000000 |
| R51DELTA | DELTA-MANAGE MULTI-CULT DIVERSITY        | 474 | 0.6814346 | 2.0162640 | -9.0000000 | 7.0000000  |
| C52QUES  | PROM ETHICL PRAC IN OPS/CUR              | 474 | 8.3649789 | 1.5081587 | 3.0000000  | 10.0000000 |
| R52QUES  | PROM ETHICL PRAC IN OPS/REQ              | 474 | 9.0126582 | 1.4969433 | 0          | 10.0000000 |
| R52DELTA | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 476 | 0.4621849 | 0.4990925 | 0          | 1.0000000  |
| MANPOW   | MANPOWER/HUMAN RES MGMT                  | 476 | 8.1785714 | 1.6401678 | 2.0000000  | 10.0000000 |
| MANAGC   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 471 | 7.0987261 | 1.5426891 | 2.0000000  | 10.0000000 |
| MANAGR   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 471 | 8.2461614 | 1.4399150 | 1.0000000  | 10.0000000 |
| MANDELTA | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 470 | 1.1507092 | 1.6599133 | -7.6666667 | 6.1666667  |

#### COMMUNICATIONS ISSUES MEANS AND DELTAS

| Variable | Label                                | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|--------------------------------------|-----|-----------|-----------|-------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 475 | 8.4652632 | 1.3234153 | 3.0000000   | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 475 | 9.2273684 | 1.0160825 | 5.0000000   | 10.0000000 |
| R53DELTA | DELTA-WRITING EFFECTIVELY            | 474 | 0.7637131 | 1.3866899 | -5.0000000  | 7.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 475 | 8.2063158 | 1.3899739 | 3.0000000   | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 475 | 9.1768421 | 1.0938505 | 0           | 10.0000000 |
| R54DELTA | DELTA-POS & NEG FEEDBACK             | 474 | 0.9725738 | 1.5212682 | -10.0000000 | 7.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 475 | 8.0484211 | 1.4882708 | 3.0000000   | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 475 | 9.0778947 | 1.0870526 | 4.0000000   | 10.0000000 |
| R55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 474 | 1.0316456 | 1.6142372 | -4.0000000  | 7.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 475 | 8.2842105 | 1.4944564 | 1.0000000   | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 475 | 9.3557895 | 0.9534211 | 3.0000000   | 10.0000000 |
| R56DELTA | DELTA-LISTENING EFFECTIVELY          | 474 | 1.0738397 | 1.5890851 | -4.0000000  | 9.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 474 | 7.6244726 | 1.8444569 | 0           | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 474 | 8.8101266 | 1.3428311 | 0           | 10.0000000 |
| R57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 473 | 1.1881607 | 1.8204661 | -4.0000000  | 9.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 473 | 7.6999474 | 1.9115182 | 0           | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 475 | 8.6021053 | 1.6146729 | 0           | 10.0000000 |
| R58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 474 | 0.9050633 | 1.7918820 | -6.0000000  | 8.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 475 | 8.5936842 | 1.3077028 | 3.0000000   | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 475 | 9.2736842 | 0.9877104 | 5.0000000   | 10.0000000 |
| R59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 474 | 0.6814346 | 1.2242240 | -4.0000000  | 5.0000000  |

|          |                                    |     |           |                       |            |            |
|----------|------------------------------------|-----|-----------|-----------------------|------------|------------|
| C60QUES  | CONDUCT MEETINGS EFF/CUR           | 474 | 8.0864979 | 1.4182841             | 4.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ           | 475 | 9.0526316 | 1.1359899             | 2.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY | 473 | 0.9682875 | 1.4932 <sup>-1</sup>  | -7.0000000 | 6.0000000  |
| COMM     | COMMUNICATION                      | 476 | 8.8067227 | 1.79954 <sup>-9</sup> | 1.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C        | 473 | 8.1300211 | 1.1439991             | 4.7500000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R        | 474 | 9.0725211 | 0.8928350             | 5.2500000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS    | 472 | 0.9435911 | 1.1638132             | -3.7500000 | 5.0000000  |

**APPENDIX H**  
**DICTIONARY FOR MEANS TABLE VARIABLES**

| <b><u>VARIABLE</u></b> | <b><u>DEFINITION</u></b>               |
|------------------------|--|
| C1QUES                 | Question 1 - Current Skill             |
| R1QUES                 | Question 1 - Required Skill            |
| Q1DELTA                | Question 1 - Delta (Required-Current)  |
| C2QUES                 | Question 2 - Current Skill             |
| R2QUES                 | Question 2 - Required Skill            |
| Q2DELTA                | Question 2 - Delta (Required-Current)  |
| .                      | .                                      |
| .                      | .                                      |
| .                      | .                                      |
| C60QUES                | Question 60 - Current Skill            |
| R60QUES                | Question 60 - Required Skill           |
| Q60DELTA               | Question 60 - Delta (Required-Current) |
| FINMGMT                | Financial Management                   |
| PROGRAM                | Program, Planning, and Analysis        |
| DECISION               | Decision Making/Problem Solving        |
| LEGAL                  | Legal Issues                           |
| ORGNBEH                | Organizational Behavior                |
| OPMGMNT                | Operations Management                  |
| MANPOWER               | Manpower/Human Resources Management    |
| COMM                   | Communications                         |

## APPENDIX I

### MEANS FOR ALL GROUPS OF QUESTIONS BY DESIG 2 SPLIT OUT MSC\_AH, MSC\_HCA, RANK 1, POSIT 1, HONCHO 1, HONCHO 2

#### FINANCIAL MANAGEMENT MEANS AND DELTAS

----- DESIGN2=-----

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 47 | 5.6382979 | 2.3352268 | 0          | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 47 | 7.2765957 | 1.8615343 | -2.0000000 | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 47 | 1.6382979 | 2.4175583 | -4.0000000 | 7.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 47 | 5.7659574 | 2.6392750 | 1.0000000  | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 47 | 7.6808511 | 1.7706101 | 2.0000000  | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDNG SOURCES          | 47 | 1.9148936 | 2.7012862 | -5.0000000 | 8.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 47 | 5.7021277 | 2.6858315 | 0          | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 47 | 7.1914894 | 2.3278867 | 0          | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 47 | 1.4893617 | 2.7256618 | -3.0000000 | 7.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 46 | 5.3695652 | 2.4254090 | 0          | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 46 | 7.5217391 | 2.2972363 | 0          | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 46 | 2.1521739 | 2.1803913 | -2.0000000 | 7.0000000  |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 45 | 5.0888889 | 2.7783434 | 0          | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 45 | 6.6000000 | 2.6319713 | 0          | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 45 | 1.5111111 | 2.8334225 | -5.0000000 | 7.0000000  |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 47 | 5.3829787 | 2.3915903 | 0          | 10.0000000 |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 47 | 6.9787234 | 1.8116694 | 3.0000000  | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 47 | 1.5957647 | 2.6015010 | -5.0000000 | 8.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 47 | 6.0638298 | 2.4263432 | 1.0000000  | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 47 | 7.3404255 | 2.1190297 | 0          | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 47 | 1.2765957 | 2.6515142 | -4.0000000 | 7.0000000  |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 47 | 7.7872340 | 1.6541932 | 4.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 45 | 5.6126984 | 2.1591635 | 2.0000000  | 10.0000000 |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 45 | 7.2285714 | 1.7600493 | 2.1428571  | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 45 | 1.6158730 | 2.2078504 | -3.1428571 | 6.7142857  |

----- DESIGN2=DC -----

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 96 | 5.3333333 | 2.1553687 | 1.0000000  | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 97 | 7.5567010 | 1.3382908 | 3.0000000  | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 96 | 2.2083333 | 2.1221472 | -2.0000000 | 8.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 97 | 5.4948454 | 2.3099590 | 0          | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 97 | 7.9381443 | 1.5056452 | 3.0000000  | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDNG SOURCES          | 97 | 2.4432990 | 2.4578491 | -4.0000000 | 8.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 97 | 5.1134021 | 2.3711648 | 0          | 9.0000000  |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 97 | 7.2989691 | 2.0112442 | 0          | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 97 | 2.1855670 | 2.5262369 | -4.0000000 | 8.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 95 | 3.5684211 | 2.4609833 | 0          | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 95 | 5.9157895 | 2.9774441 | 0          | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 95 | 2.3473684 | 2.8574964 | -5.0000000 | 9.0000000  |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 93 | 2.3763441 | 2.3496402 | 0          | 8.0000000  |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 93 | 4.7526882 | 3.1125829 | 0          | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 93 | 2.3763441 | 2.9485220 | -2.0000000 | 10.0000000 |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 97 | 3.5979381 | 2.2668802 | 0          | 9.0000000  |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 97 | 6.0206186 | 2.4366104 | 0          | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 97 | 2.4226804 | 2.6686258 | -3.0000000 | 9.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 97 | 4.4762268 | 2.4878571 | 0          | 9.0000000  |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 97 | 6.5567010 | 2.2452221 | 1.0000000  | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 97 | 2.0824742 | 2.4902732 | -3.0000000 | 7.0000000  |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 97 | 7.7525773 | 1.5002148 | 3.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 92 | 4.2857143 | 1.8159296 | 0.1428571  | 8.0000000  |

|          |                            |    |           |           |            |           |
|----------|----------------------------|----|-----------|-----------|------------|-----------|
| FINAGR   | AGGREGATE--FINANCIAL/R     | 93 | 6.5806452 | 1.7872626 | 1.5714286  | 9.7142857 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL | 92 | 2.2779503 | 2.1837916 | -2.1428571 | 8.0000000 |

FINANCIAL MANAGEMENT MEANS AND DELTAS

DESIG2-MC

| Variable | Label                               | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|-----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 153 | 4.6797386 | 2.4779384 | 0          | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 153 | 7.2745098 | 1.9709579 | 0          | 10.0000000 |
| Q1DELT A | DELTA-INTERP FINAN STATEMENTS       | 152 | 2.5986842 | 2.5142241 | -5.0000000 | 8.0000000  |
| C2QUES   | RECOG FUNDING SOURCES/CUR           | 153 | 5.2352941 | 2.5359662 | 0          | 10.0000000 |
| R2QUES   | RECOG FUNDING SOURCES/REQ           | 154 | 7.8831169 | 1.8539767 | 0          | 10.0000000 |
| Q2DELT A | DELTA-RECOG FUNDING SOURCES         | 153 | 2.6732026 | 2.5849516 | -5.0000000 | 9.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 153 | 4.9738562 | 2.5467929 | 0          | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 153 | 7.6601307 | 2.0234266 | 0          | 10.0000000 |
| Q3DELT A | DELTA-EVAL OPER & CAP BUDGETS       | 152 | 2.6776316 | 2.5903590 | -6.0000000 | 8.0000000  |
| C4QUES   | RES MGMT ADV & DRMBK/CUR            | 153 | 5.4901961 | 2.4658660 | 0          | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRMBK/REQ            | 153 | 7.8431373 | 2.4009802 | 0          | 10.0000000 |
| Q4DELT A | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 152 | 2.3684211 | 2.6834894 | -7.0000000 | 8.0000000  |
| C5QUES   | MAX BEN FRM REIMBR/CUR              | 153 | 4.7189542 | 2.7204332 | 0          | 10.0000000 |
| R5QUES   | MAX BEN FRM REIMBR/REQ              | 153 | 7.2745098 | 2.6710812 | 0          | 10.0000000 |
| Q5DELT A | DELTA-MAX BEN FRM REIMBR            | 152 | 2.5592105 | 3.0181209 | -6.0000000 | 10.0000000 |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 153 | 4.2091503 | 2.4296783 | 0          | 10.0000000 |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 154 | 7.0194805 | 2.3050691 | 0          | 10.0000000 |
| Q6DELT A | DELTA-WORK W/PROCUREMENT SYSTEM     | 153 | 2.8366013 | 2.8779047 | -4.0000000 | 10.0000000 |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 153 | 5.2941176 | 2.6825026 | 0          | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 154 | 7.4740260 | 2.2671224 | 0          | 10.0000000 |
| Q7DELT A | DELTA-COST/BENEFIT ANAL TECH        | 153 | 2.2026144 | 2.9677009 | -9.0000000 | 10.0000000 |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 154 | 7.8311688 | 1.7961658 | 1.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 153 | 4.9430439 | 2.1619041 | 0.4285714  | 9.5714286  |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 152 | 7.4953008 | 1.8270924 | 0          | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 151 | 2.5629139 | 2.3466422 | -4.5714286 | 7.8571429  |

DESIG2-MSC\_AH

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 30 | 4.7000000 | 2.7436447 | 0          | 9.0000000  |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 29 | 6.6896552 | 2.2536232 | 2.0000000  | 10.0000000 |
| Q1DELT A | DELTA-INTERP FINAN STATEMENTS       | 29 | 1.8620690 | 2.0654321 | -3.0000000 | 8.0000000  |
| C2QUES   | RECOG FUNDING SOURCES/CUR           | 30 | 5.8000000 | 2.7342023 | 0          | 10.0000000 |
| R2QUES   | RECOG FUNDING SOURCES/REQ           | 29 | 8.1379310 | 1.5974117 | 4.0000000  | 10.0000000 |
| Q2DELT A | DELTA-RECOG FUNDING SOURCES         | 29 | 2.1724138 | 2.5921443 | -3.0000000 | 8.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 30 | 5.0666667 | 2.7784061 | 0          | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 29 | 6.8965517 | 2.4834427 | 0          | 10.0000000 |
| Q3DELT A | DELTA-EVAL OPER & CAP BUDGETS       | 29 | 1.6551724 | 2.3945751 | -2.0000000 | 9.0000000  |
| C4QUES   | RES MGMT ADV & DRMBK/CUR            | 30 | 3.3333333 | 2.8567323 | 0          | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRMBK/REQ            | 29 | 5.7586207 | 3.7095935 | 0          | 10.0000000 |
| Q4DELT A | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 29 | 2.3793103 | 3.4477095 | -2.0000000 | 10.0000000 |
| C5QUES   | MAX BEN FRM REIMBR/CUR              | 30 | 2.6666667 | 2.7833660 | 0          | 10.0000000 |
| R5QUES   | MAX BEN FRM REIMBR/REQ              | 29 | 5.0689655 | 3.8907494 | 0          | 10.0000000 |
| Q5DELT A | DELTA-MAX BEN FRM REIMBR            | 29 | 2.3103448 | 3.6065758 | -5.0000000 | 10.0000000 |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 30 | 4.3000000 | 2.4934397 | 0          | 10.0000000 |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 29 | 6.4482759 | 2.3991994 | 0          | 10.0000000 |
| Q6DELT A | DELTA-WORK W/PROCUREMENT SYSTEM     | 29 | 2.2068966 | 2.9926017 | -3.0000000 | 10.0000000 |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 30 | 5.2666667 | 2.5452232 | 1.0000000  | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 29 | 6.8965517 | 2.2574453 | 1.0000000  | 10.0000000 |
| Q7DELT A | DELTA-COST/BENEFIT ANAL TECH        | 29 | 1.6551724 | 2.9432230 | -8.0000000 | 9.0000000  |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 30 | 7.4000000 | 2.4438522 | 2.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 30 | 4.4476190 | 2.2252010 | 0.2857143  | 9.8571429  |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 29 | 6.5566502 | 2.1797320 | 2.4285714  | 9.7142857  |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 29 | 2.0344828 | 2.3719864 | -2.0000000 | 8.2857143  |

FINANCIAL MANAGEMENT MEANS AND DELTAS

DESIG2-MSC\_NCA

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|-------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 93 | 6.8924731 | 2.1541788 | 2.0000000   | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 93 | 7.4193548 | 1.6702159 | 4.0000000   | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 93 | 0.5268817 | 2.2678825 | -5.0000000  | 6.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 93 | 7.2258065 | 2.2800125 | 2.0000000   | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 93 | 8.0215054 | 1.6082565 | 3.0000000   | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDNG SOURCES          | 93 | 0.7956989 | 2.1343930 | -4.0000000  | 6.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 93 | 7.1397849 | 2.2486295 | 1.0000000   | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 93 | 7.6989247 | 1.6667134 | 3.0000000   | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 93 | 0.5591398 | 2.2236983 | -5.0000000  | 8.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 93 | 6.5806452 | 2.1984312 | 2.0000000   | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 93 | 7.8817204 | 1.9384522 | 0           | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 93 | 1.3010753 | 2.5099149 | -10.0000000 | 6.0000000  |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 93 | 6.5698925 | 2.3792484 | 1.0000000   | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 93 | 7.4731183 | 2.2582766 | 0           | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 93 | 0.9032258 | 2.6583115 | -10.0000000 | 7.0000000  |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 93 | 6.3225806 | 2.2075035 | 0           | 10.0000000 |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 93 | 6.7956989 | 1.6782440 | 2.0000000   | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 93 | 0.4731183 | 2.4741771 | -7.0000000  | 7.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 93 | 7.1935484 | 2.1430274 | 1.0000000   | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 93 | 7.8709677 | 1.8191362 | 1.0000000   | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 93 | 0.6774194 | 2.0224893 | -7.0000000  | 6.0000000  |
| FINMGT   | FINANCIAL/RESOURCE MGMT             | 93 | 7.9677419 | 1.5495554 | 3.0000000   | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 93 | 6.8463902 | 1.8639670 | 2.0000000   | 10.0000000 |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 93 | 7.5944700 | 1.2893823 | 2.4285714   | 9.8571429  |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 93 | 0.7480799 | 1.8663648 | -5.5714286  | 4.8571429  |

----- DESIGN2=NC -----

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 50 | 4.2200000 | 2.2793662 | 1.0000000  | 9.0000000  |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 50 | 7.8600000 | 2.1760290 | 2.0000000  | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 50 | 3.6400000 | 2.5932408 | -3.0000000 | 8.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 50 | 4.6800000 | 2.7437499 | 0          | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 50 | 8.0800000 | 2.0287726 | 2.0000000  | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDNG SOURCES          | 50 | 3.4000000 | 2.7105237 | -2.0000000 | 10.0000000 |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 50 | 4.7000000 | 2.9571774 | 0          | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 50 | 8.3000000 | 2.2879453 | 0          | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 50 | 3.6000000 | 3.0505938 | -3.0000000 | 10.0000000 |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 50 | 4.6800000 | 2.2717430 | 0          | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 50 | 8.1800000 | 2.0867903 | 1.0000000  | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 50 | 3.5000000 | 2.4180444 | -1.0000000 | 10.0000000 |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 50 | 3.9600000 | 2.6646591 | 0          | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 50 | 7.4400000 | 2.6966343 | 0          | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 50 | 3.4800000 | 3.0320734 | -2.0000000 | 10.0000000 |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 50 | 3.6000000 | 2.6108096 | 0          | 9.0000000  |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 50 | 6.7200000 | 2.8069884 | 0          | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 50 | 3.1200000 | 2.6622072 | -3.0000000 | 10.0000000 |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 50 | 4.9000000 | 2.7866299 | 0          | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 50 | 8.1600000 | 2.1604988 | 2.0000000  | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 50 | 3.2600000 | 2.6404236 | -2.0000000 | 10.0000000 |
| FINMGT   | FINANCIAL/RESOURCE MGMT             | 50 | 8.9000000 | 1.2975644 | 4.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 50 | 4.3914286 | 2.1591817 | 0.1428571  | 8.0000000  |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 50 | 7.8200000 | 2.0383271 | 2.0000000  | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 50 | 3.4285714 | 2.2920830 | -1.7142857 | 9.5714286  |

----- FINANCIAL MANAGEMENT MEANS AND DELTAS -----

----- DESIGN2=OTHER -----

| Variable | Label                         | N | Mean      | Std Dev   | Minimum   | Maximum    |
|----------|-------------------------------|---|-----------|-----------|-----------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR   | 5 | 6.2000000 | 1.7888544 | 4.0000000 | 8.0000000  |
| R1QUES   | INTERP FINAN STATEMENTS/REQ   | 5 | 7.6000000 | 2.1908902 | 4.0000000 | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS | 5 | 1.4000000 | 1.3416408 | 0         | 3.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR      | 5 | 7.2000000 | 1.6431677 | 5.0000000 | 9.0000000  |

|          |                                     |   |           |           |           |            |
|----------|-------------------------------------|---|-----------|-----------|-----------|------------|
| R2QUES   | RECOG FUNDING SOURCES/REQ           | 5 | 8.4000000 | 0.5477226 | 8.0000000 | 9.0000000  |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 5 | 1.2000000 | 1.3038405 | 0         | 3.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 5 | 6.4000000 | 2.8809721 | 2.0000000 | 9.0000000  |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 5 | 8.2000000 | 1.4832397 | 6.0000000 | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 5 | 1.8000000 | 1.7888544 | 0         | 4.0000000  |
| C4QUES   | RES MGMT ADV & DRBk/CUR             | 5 | 4.6000000 | 1.3416408 | 3.0000000 | 6.0000000  |
| R4QUES   | RES MGMT ADV & DRBk/REQ             | 5 | 7.6000000 | 1.1401754 | 6.0000000 | 9.0000000  |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 5 | 3.0000000 | 1.5811388 | 1.0000000 | 5.0000000  |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 5 | 2.4000000 | 1.8165902 | 0         | 4.0000000  |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 5 | 4.4000000 | 3.0495901 | 0         | 8.0000000  |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 5 | 2.0000000 | 1.4142136 | 0         | 4.0000000  |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 4 | 5.5000000 | 3.6968455 | 0         | 8.0000000  |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 5 | 6.6000000 | 3.9115214 | 0         | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 4 | 1.0000000 | 1.1547005 | 0         | 2.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 5 | 5.8000000 | 3.4928498 | 0         | 9.0000000  |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 5 | 6.8000000 | 4.1472883 | 0         | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 5 | 1.0000000 | 1.0000000 | 0         | 2.0000000  |
| FINMNGT  | FINANCIAL/RESOURCE MGMT             | 5 | 8.6000000 | 0.8944272 | 8.0000000 | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 4 | 5.5000000 | 2.1555182 | 2.2857143 | 6.8571429  |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 5 | 7.0857143 | 1.9836063 | 3.7142857 | 8.8571429  |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 4 | 1.4285714 | 0.6172134 | 0.8571429 | 2.2857143  |

#### PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS

-----DESIG2-----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C8QUES   | MANAGING PLANNING PROCS/CUR          | 47 | 6.1276596 | 1.9849107 | 2.0000000  | 10.0000000 |
| R8QUES   | MANAGING PLANNING PROCS/REQ          | 47 | 7.4680851 | 1.8039939 | 3.0000000  | 10.0000000 |
| Q8DELTA  | DELTA-MANAGING PLANNING PROCS        | 47 | 1.3404255 | 2.1797147 | -2.0000000 | 7.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 47 | 6.5957447 | 1.8137108 | 2.0000000  | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 47 | 7.7234043 | 1.5562235 | 4.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 47 | 1.1276596 | 1.7768685 | -2.0000000 | 5.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 47 | 6.1276596 | 1.8952690 | 3.0000000  | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 47 | 7.4255319 | 2.1238263 | 0          | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 47 | 1.2978723 | 2.2058706 | -3.0000000 | 5.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 47 | 7.3829787 | 1.7389801 | 3.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 47 | 8.2765957 | 1.7156838 | 3.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 47 | 0.8936170 | 2.1592475 | -6.0000000 | 6.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 45 | 8.3777778 | 1.6554166 | 2.0000000  | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 45 | 8.5333333 | 1.9259000 | 2.0000000  | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 45 | 0.1555556 | 1.6643441 | -6.0000000 | 4.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 47 | 8.0851064 | 1.3804503 | 4.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 45 | 7.0044444 | 1.4254115 | 4.0000000  | 9.4000000  |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 45 | 7.9600000 | 1.3427265 | 4.0000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 45 | 0.9555556 | 1.6623581 | -2.2000000 | 4.4000000  |

-----DESIG2-DC-----

| Variable | Label                             | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-----------------------------------|----|-----------|-----------|------------|------------|
| C8QUES   | MANAGING PLANNING PROCS/CUR       | 97 | 4.7319588 | 2.5475293 | 0          | 10.0000000 |
| R8QUES   | MANAGING PLANNING PROCS/REQ       | 97 | 7.0927835 | 2.0365538 | 0          | 10.0000000 |
| Q8DELTA  | DELTA-MANAGING PLANNING PROCS     | 97 | 2.3608247 | 2.4714434 | -5.0000000 | 9.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR         | 97 | 5.5257732 | 2.4199379 | 0          | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ         | 97 | 7.4742268 | 1.7445915 | 3.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS       | 97 | 1.9484536 | 2.2701465 | -4.0000000 | 7.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR       | 97 | 4.5463918 | 2.4749605 | 0          | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ       | 97 | 6.9072165 | 2.3052588 | 0          | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS | 97 | 2.3608247 | 2.4545263 | -3.0000000 | 10.0000000 |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR        | 97 | 6.9690722 | 2.0179074 | 1.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ        | 97 | 8.5051546 | 1.5077834 | 4.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD      | 97 | 1.5360825 | 2.0466530 | -5.0000000 | 7.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR           | 97 | 6.9175258 | 2.3877731 | 0          | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ           | 97 | 7.9696907 | 1.8846687 | 0          | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC         | 97 | 1.0721649 | 1.9750919 | -3.0000000 | 7.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL           | 97 | 7.4536082 | 1.7201055 | 2.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C  | 97 | 5.7381443 | 2.0119147 | 1.0000000  | 9.6000000  |

|          |                                      |    |           |           |            |            |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 97 | 7.5938144 | 1.5284670 | 3.4000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 97 | 1.8556701 | 1.9344987 | -3.4000000 | 7.4000000  |

**PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS**

-----DESIG2-MC-----

| Variable | Label                                | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|-----|-----------|-----------|------------|------------|
| C9QUES   | MANAGING PLANNING PROCS/CUR          | 153 | 5.1960784 | 2.4710397 | 0          | 10.0000000 |
| R9QUES   | MANAGING PLANNING PROCS/REQ          | 154 | 7.7272727 | 1.7942272 | 0          | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS        | 153 | 2.5620915 | 2.4382642 | -4.0000000 | 9.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 153 | 5.3921569 | 2.3176533 | 0          | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 154 | 7.7597403 | 1.7454149 | 0          | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 153 | 2.3921569 | 2.3148130 | -4.0000000 | 8.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 153 | 4.9281046 | 2.5780056 | 0          | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 152 | 7.5328947 | 1.9151462 | 0          | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 151 | 2.5894040 | 2.5252631 | -6.0000000 | 9.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 153 | 7.0718954 | 1.9571212 | 1.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 154 | 8.2077922 | 1.5325459 | 2.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 153 | 1.1633987 | 1.9650148 | -5.0000000 | 7.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 153 | 7.3202614 | 1.9922666 | 2.0000000  | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 154 | 8.3636364 | 1.6242371 | 1.0000000  | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 153 | 1.0653595 | 1.9690807 | -7.0000000 | 6.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 154 | 7.8831169 | 1.4860926 | 2.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 153 | 5.9816993 | 1.9249552 | 1.2000000  | 10.0000000 |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 152 | 7.9210526 | 1.4655710 | 1.0000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 151 | 1.9642384 | 1.8951286 | -4.8000000 | 6.6000000  |

-----DESIG2-MSC\_AH-----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C9QUES   | MANAGING PLANNING PROCS/CUR          | 30 | 5.5666667 | 2.5553640 | 0          | 9.0000000  |
| R9QUES   | MANAGING PLANNING PROCS/REQ          | 29 | 7.1724138 | 1.9099171 | 1.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS        | 29 | 1.7241379 | 2.1859380 | -4.0000000 | 7.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 30 | 6.1666667 | 2.5063139 | 0          | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 29 | 7.5517241 | 1.5943249 | 4.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 29 | 1.5172414 | 2.6406261 | -6.0000000 | 7.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 30 | 4.9000000 | 2.6568065 | 0          | 9.0000000  |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 29 | 7.1034483 | 2.2888679 | 0          | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 29 | 2.3448276 | 2.3796137 | -2.0000000 | 8.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 30 | 7.1666667 | 1.8769626 | 1.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 29 | 8.5862069 | 1.5701966 | 5.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 29 | 1.5172414 | 2.3241080 | -3.0000000 | 9.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 30 | 6.0666667 | 2.9117282 | 0          | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 29 | 7.6137931 | 2.8349508 | 0          | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 29 | 1.4827586 | 2.6406261 | -3.0000000 | 10.0000000 |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 30 | 8.1000000 | 1.2689936 | 6.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 30 | 5.9733333 | 2.0176691 | 1.4000000  | 9.6000000  |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 29 | 7.5655172 | 1.6665353 | 4.2000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 29 | 1.7172414 | 1.9989406 | -2.2000000 | 6.2000000  |

**PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS**

-----DESIG2-MSC\_NCA-----

| Variable | Label                             | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-----------------------------------|----|-----------|-----------|------------|------------|
| C9QUES   | MANAGING PLANNING PROCS/CUR       | 93 | 6.7096774 | 1.9256882 | 3.0000000  | 10.0000000 |
| R9QUES   | MANAGING PLANNING PROCS/REQ       | 93 | 7.7741935 | 1.6754560 | 3.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS     | 93 | 1.0645161 | 2.0366557 | -4.0000000 | 5.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR         | 93 | 7.1935484 | 1.7585695 | 4.0000000  | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ         | 93 | 8.0860215 | 1.3323395 | 4.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS       | 93 | 0.8924731 | 1.6776171 | -4.0000000 | 5.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR       | 93 | 6.5268817 | 2.0725504 | 2.0000000  | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ       | 93 | 7.6129032 | 1.6354248 | 3.0000000  | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS | 93 | 1.0860215 | 2.0411842 | -2.0000000 | 7.0000000  |

|          |                                      |    |           |           |             |            |
|----------|--------------------------------------|----|-----------|-----------|-------------|------------|
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 93 | 7.6666667 | 1.5416911 | 4.0000000   | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 93 | 8.7634409 | 1.2282707 | 5.0000000   | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 93 | 1.0967742 | 1.4451156 | -2.0000000  | 4.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 93 | 8.5161290 | 1.4492345 | 3.0000000   | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 93 | 8.6344086 | 1.7244088 | 0           | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 93 | 0.1182796 | 1.8582920 | -10.0000000 | 4.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 93 | 7.8817204 | 1.5382759 | 2.0000000   | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 93 | 7.3225806 | 1.4494473 | 4.0000000   | 10.0000000 |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 93 | 8.1741935 | 1.1417857 | 5.0000000   | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 93 | 0.8516129 | 1.3999699 | -3.2000000  | 4.0000000  |

----- DESIGN2=NC -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C9QUES   | MANGNG PLANNING PROCS/CUR            | 50 | 5.9600000 | 2.6260458 | 0          | 10.0000000 |
| R9QUES   | MANGNG PLANNING PROCS/REQ            | 50 | 8.7000000 | 1.7756861 | 3.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS        | 50 | 2.7400000 | 2.2660764 | -3.0000000 | 8.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 50 | 6.2000000 | 2.3386722 | 1.0000000  | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 50 | 8.8000000 | 1.5649216 | 4.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 50 | 2.6000000 | 2.2038927 | -2.0000000 | 9.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 50 | 4.8800000 | 2.7377929 | 0          | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 50 | 8.3800000 | 1.4831021 | 4.0000000  | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 50 | 3.5000000 | 2.6205623 | -2.0000000 | 9.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 50 | 7.1600000 | 2.0737425 | 1.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 50 | 9.1000000 | 1.4880476 | 4.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 50 | 1.9400000 | 1.6710012 | -1.0000000 | 7.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 49 | 8.2448980 | 1.8988002 | 1.0000000  | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 50 | 9.4200000 | 1.0707617 | 6.0000000  | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 49 | 1.1836735 | 1.6415626 | -2.0000000 | 5.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 50 | 8.5800000 | 1.5130723 | 2.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 49 | 6.4734694 | 1.9632855 | 1.4000000  | 9.6000000  |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 50 | 8.8800000 | 1.2440681 | 4.4000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 49 | 2.3918367 | 1.6837256 | -0.8000000 | 6.8000000  |

PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS

----- DESIGN2=OTHER -----

| Variable | Label                                | N | Mean      | Std Dev   | Minimum   | Maximum    |
|----------|--------------------------------------|---|-----------|-----------|-----------|------------|
| C9QUES   | MANGNG PLANNING PROCS/CUR            | 5 | 5.2000000 | 3.1144823 | 0         | 8.0000000  |
| R9QUES   | MANGNG PLANNING PROCS/REQ            | 5 | 8.2000000 | 1.9235384 | 5.0000000 | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS        | 5 | 3.0000000 | 1.8708287 | 1.0000000 | 5.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 5 | 5.6000000 | 1.8165902 | 3.0000000 | 8.0000000  |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 5 | 8.8000000 | 1.0954451 | 8.0000000 | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 5 | 3.2000000 | 1.6431677 | 2.0000000 | 5.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 5 | 4.6000000 | 3.1304952 | 0         | 8.0000000  |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 5 | 8.0000000 | 2.3452079 | 4.0000000 | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 5 | 3.4000000 | 2.3021729 | 1.0000000 | 7.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 5 | 6.8000000 | 2.3874673 | 4.0000000 | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 5 | 8.2000000 | 1.0954451 | 7.0000000 | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 5 | 1.4000000 | 1.5165751 | 0         | 3.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 5 | 6.2000000 | 1.9235384 | 4.0000000 | 9.0000000  |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 5 | 8.2000000 | 1.4832397 | 6.0000000 | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 5 | 2.0000000 | 1.4142136 | 1.0000000 | 4.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 5 | 8.2000000 | 2.0493902 | 5.0000000 | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 5 | 5.6800000 | 2.1420952 | 2.4000000 | 8.4000000  |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 5 | 8.2800000 | 1.2132601 | 6.6000000 | 9.6000000  |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 5 | 2.6000000 | 1.2806248 | 1.2000000 | 4.2000000  |

DECISION MAKING MEANS AND DELTAS

----- DESIGN2= / -----

| Variable | Label                 | N  | Mean      | Std Dev   | Minimum   | Maximum    |
|----------|-----------------------|----|-----------|-----------|-----------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR | 47 | 7.6595745 | 1.6188643 | 2.0000000 | 10.0000000 |

|          |                                       |    |           |           |            |            |
|----------|---------------------------------------|----|-----------|-----------|------------|------------|
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 47 | 8.6808511 | 1.1441037 | 5.0000000  | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO               | 47 | 1.0212766 | 1.3103163 | -1.0000000 | 6.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR            | 47 | 8.1276596 | 1.3612178 | 5.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ            | 47 | 8.6595745 | 1.2384527 | 6.0000000  | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING         | 47 | 0.5319149 | 1.4573810 | -3.0000000 | 4.0000000  |
| C15QUES  | DECISN MAKNG TECH/CUR                 | 47 | 7.2765957 | 1.7532842 | 3.0000000  | 10.0000000 |
| R15QUES  | DECISN MAKNG TECH/REQ                 | 47 | 8.3829787 | 1.3917957 | 5.0000000  | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES        | 47 | 1.1063830 | 1.9023332 | -4.0000000 | 7.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 46 | 6.2391304 | 1.8279896 | 2.0000000  | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 46 | 7.8695652 | 1.6813843 | 2.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 46 | 1.6304368 | 1.9677474 | -3.0000000 | 6.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 47 | 5.6808511 | 2.1172827 | 0          | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 47 | 6.7872340 | 2.0740233 | 0          | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 47 | 1.1063830 | 2.0455045 | -3.0000000 | 6.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 47 | 5.2340426 | 2.0769204 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 47 | 6.7234043 | 2.3747048 | 1.0000000  | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 47 | 1.4893617 | 1.9209638 | -3.0000000 | 6.0000000  |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 47 | 5.2978723 | 2.0099199 | 2.0000000  | 9.0000000  |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 47 | 6.9361702 | 1.8463154 | 0          | 10.0000000 |
| Q19DELTA | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 47 | 1.6382979 | 2.2010426 | -3.0000000 | 7.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 47 | 6.9148936 | 1.8746569 | 2.0000000  | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 47 | 8.1489362 | 1.3347972 | 5.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 47 | 1.2340426 | 1.5493725 | -2.0000000 | 6.0000000  |
| DECISION | DECISION MAKING/PROBLM SOLV           | 47 | 8.1276596 | 1.8251506 | 3.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 46 | 6.5896739 | 1.3646487 | 2.6250000  | 9.7500000  |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 46 | 7.7934783 | 1.1625575 | 4.5000000  | 9.7500000  |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 46 | 1.2038043 | 1.2781168 | -1.1250000 | 4.0000000  |

-----DESIG2=DC-----

| Variable | Label                                 | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|---------------------------------------|----|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 97 | 7.2886598 | 1.8368835 | 2.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 97 | 8.6391753 | 1.3164470 | 4.0000000  | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO               | 97 | 1.3505155 | 1.7442837 | -3.0000000 | 6.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR            | 97 | 7.7938144 | 1.7966296 | 4.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ            | 97 | 8.6288660 | 1.3410163 | 4.0000000  | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING         | 97 | 0.8350515 | 1.6245539 | -2.0000000 | 6.0000000  |
| C15QUES  | DECISN MAKNG TECH/CUR                 | 97 | 7.1237113 | 1.8611026 | 3.0000000  | 10.0000000 |
| R15QUES  | DECISN MAKNG TECH/REQ                 | 97 | 8.4226804 | 1.4848895 | 3.0000000  | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES        | 97 | 1.2989691 | 1.7979441 | -2.0000000 | 6.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 97 | 5.2061856 | 2.3046065 | 0          | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 97 | 7.6804124 | 1.8059300 | 1.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 97 | 2.4742268 | 2.3500567 | -3.0000000 | 8.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 97 | 4.8350515 | 2.4267623 | 0          | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 97 | 6.7422680 | 2.1422260 | 0          | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 97 | 1.9072165 | 2.7351206 | -5.0000000 | 9.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 97 | 4.2680412 | 2.3296793 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 97 | 6.7010309 | 2.0522597 | 0          | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 97 | 2.4329897 | 2.5856463 | -4.0000000 | 9.0000000  |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 97 | 4.3814433 | 2.3382633 | 0          | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 97 | 6.6496845 | 1.8596904 | 2.0000000  | 10.0000000 |
| Q19DELTA | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 97 | 2.2680412 | 2.4044900 | -5.0000000 | 8.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 97 | 6.8144330 | 2.1857965 | 2.0000000  | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 97 | 8.2577320 | 1.3012682 | 5.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 97 | 1.4432990 | 2.0512652 | -2.0000000 | 8.0000000  |
| DECISION | DECISION MAKING/PROBLM SOLV           | 97 | 8.1752577 | 1.5343994 | 3.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 97 | 5.9639175 | 1.7182725 | 2.0000000  | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 97 | 7.7152062 | 1.2813443 | 4.3750000  | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 97 | 1.7512887 | 1.8255185 | -2.0000000 | 6.7500000  |

DECISION MAKING MEANS AND DELTAS

-----DESIG2=MC-----

| Variable | Label                 | N   | Mean      | Std Dev   | Minimum   | Maximum    |
|----------|-----------------------|-----|-----------|-----------|-----------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR | 153 | 7.6405229 | 1.6882503 | 3.0000000 | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ | 154 | 8.7727273 | 1.2341689 | 4.0000000 | 10.0000000 |

|          |                                       |     |           |           |            |            |
|----------|---------------------------------------|-----|-----------|-----------|------------|------------|
| C13DELTA | DELTA-ASSESS AVAIL INFO               | 153 | 1.1372549 | 1.7623953 | -5.0000000 | 7.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKING/CUR           | 152 | 7.9671053 | 1.5111846 | 4.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKING/REQ           | 153 | 8.6013072 | 1.2842152 | 2.0000000  | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING         | 152 | 0.6381579 | 1.5969729 | -8.0000000 | 6.0000000  |
| C15QUES  | DECISN MAKING TECH/CUR                | 152 | 7.4539474 | 1.6671299 | 3.0000000  | 10.0000000 |
| R15QUES  | DECISN MAKING TECH/REQ                | 153 | 8.4901961 | 1.3284223 | 3.0000000  | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES        | 152 | 1.0394737 | 1.6473200 | -5.0000000 | 6.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 153 | 5.3529612 | 2.3409135 | 0          | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 153 | 7.9084967 | 1.6357620 | 2.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 152 | 2.5394737 | 2.3582505 | -4.0000000 | 9.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 153 | 5.4117647 | 2.5765376 | 0          | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 153 | 7.2026144 | 1.9945962 | 0          | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 152 | 1.7697368 | 2.5357586 | -5.0000000 | 10.0000000 |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 153 | 5.1699346 | 2.6076579 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 153 | 7.2745098 | 1.9908848 | 2.0000000  | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 152 | 2.0921053 | 2.7509306 | -7.0000000 | 10.0000000 |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 153 | 4.8169935 | 2.4209554 | 0          | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 154 | 6.9480519 | 1.9960491 | 2.0000000  | 10.0000000 |
| Q19DELTA | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 153 | 2.1241830 | 2.6835764 | -7.0000000 | 9.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 153 | 7.0261438 | 2.0421471 | 1.0000000  | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 154 | 8.3701299 | 1.4369144 | 3.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 153 | 1.3464052 | 2.0879361 | -5.0000000 | 7.0000000  |
| DECISION | DECISION MAKING/PROBLM SOLV           | 154 | 8.1948052 | 1.8116469 | 1.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 151 | 6.3476821 | 1.6679512 | 1.8750000  | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 150 | 7.9525000 | 1.2606651 | 3.6250000  | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 149 | 1.5922819 | 1.7803471 | -5.1250000 | 6.3750000  |

----- DESIGN2-MSC\_AN -----

| Variable | Label                                 | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|---------------------------------------|----|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 30 | 7.7333333 | 1.4840164 | 2.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 29 | 8.5517241 | 1.1827996 | 6.0000000  | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO               | 29 | 0.8965517 | 1.8773999 | -2.0000000 | 7.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKING/CUR           | 30 | 8.0000000 | 1.4621666 | 3.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKING/REQ           | 29 | 8.6896552 | 1.2277578 | 5.0000000  | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING         | 29 | 0.7586207 | 1.5272565 | -1.0000000 | 7.0000000  |
| C15QUES  | DECISN MAKING TECH/CUR                | 30 | 7.9333333 | 1.4609935 | 4.0000000  | 10.0000000 |
| R15QUES  | DECISN MAKING TECH/REQ                | 29 | 8.6206897 | 1.1775821 | 6.0037200  | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES        | 29 | 0.7586207 | 1.7455080 | -2.0000000 | 6.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 30 | 5.5333333 | 2.8006567 | 0          | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 29 | 7.2758621 | 2.4333480 | 1.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 29 | 1.8965517 | 2.3806486 | -3.0000000 | 8.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 30 | 5.9000000 | 2.4544119 | 1.0000000  | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 29 | 6.7931034 | 2.2894059 | 1.0000000  | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 29 | 1.0000000 | 2.6726124 | -4.0000000 | 7.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 30 | 5.4333333 | 2.6611293 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 29 | 7.0344828 | 2.5562634 | 1.0000000  | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 29 | 1.7241379 | 2.3889112 | -2.0000000 | 9.0000000  |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 30 | 5.2333333 | 2.5955311 | 1.0000000  | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 29 | 6.9655172 | 2.5562634 | 1.0000000  | 10.0000000 |
| Q19DELTA | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 29 | 1.8965517 | 2.6096637 | -5.0000000 | 8.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 30 | 6.6666667 | 2.4116575 | 1.0000000  | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 29 | 8.1724138 | 1.7334723 | 3.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 29 | 1.6206897 | 2.6781363 | -5.0000000 | 8.0000000  |
| DECISION | DECISION MAKING/PROBLM SOLV           | 30 | 8.4333333 | 1.5687318 | 4.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 30 | 6.5541667 | 1.8493019 | 1.8750000  | 9.7500000  |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 29 | 7.7629310 | 1.5502537 | 4.5000000  | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 29 | 1.3189655 | 1.8950082 | -1.8750000 | 7.5000000  |

DECISION MAKING MEANS AND DELTAS

----- DESIGN2-MSC\_NCA -----

| Variable | Label                   | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------|----|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR   | 93 | 8.1827957 | 1.3017232 | 4.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ   | 93 | 8.7419355 | 1.0204776 | 6.0000000  | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO | 93 | 0.5591398 | 1.1837887 | -3.0000000 | 4.0000000  |

|           |                                       |    |           |           |             |            |
|-----------|---------------------------------------|----|-----------|-----------|-------------|------------|
| C14QUES   | INCLD OTHR DECSN MAKNG/CUR            | 93 | 8.5483871 | 1.3311986 | 1.0000000   | 10.0000000 |
| R14QUES   | INCLD OTHR DECSN MAKNG/REQ            | 93 | 8.7204301 | 1.4844527 | 0           | 10.0000000 |
| Q14DELT A | DELTA-INCL OTHER DECSN MAKING         | 93 | 0.1720430 | 1.0174954 | -3.0000000  | 3.0000000  |
| C15QUES   | DECISN MAKNG TECH/CUR                 | 93 | 8.1182796 | 1.3581434 | 3.0000000   | 10.0000000 |
| R15QUES   | DECISN MAKNG TECH/REQ                 | 93 | 8.5483871 | 1.1564200 | 5.0000000   | 10.0000000 |
| Q15DELT A | DELTA-DECISN MAKING TECHNIQUES        | 93 | 0.4301075 | 1.3054888 | -2.0000000  | 4.0000000  |
| C16QUES   | USE MGMT INFO SYS TECH/CUR            | 93 | 6.2365591 | 2.1386599 | 0           | 10.0000000 |
| R16QUES   | USE MGMT INFO SYS TECH/REQ            | 93 | 7.8279570 | 1.3880206 | 3.0000000   | 10.0000000 |
| Q16DELT A | DELTA-USE MGMT INFOR SYSTEM TECH      | 93 | 1.5913978 | 2.0863769 | -2.0000000  | 10.0000000 |
| C17QUES   | STAT TOOLS IN DECISIONS/CUR           | 93 | 6.1290323 | 2.1122099 | 0           | 10.0000000 |
| R17QUES   | STAT TOOLS IN DECISIONS/REQ           | 93 | 7.2903226 | 1.6718946 | 3.0000000   | 10.0000000 |
| Q17DELT A | DELTA-STAT TOOLS IN DECISION MAKING   | 93 | 1.1612903 | 1.9465148 | -1.0000000  | 6.0000000  |
| C18QUES   | STRNG WEAKNS STAT TECH/CUR            | 93 | 6.4946237 | 2.1949728 | 0           | 10.0000000 |
| R18QUES   | STRNG WEAKNS STAT TECH/REQ            | 93 | 7.4516129 | 1.8504766 | 0           | 10.0000000 |
| Q18DELT A | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 93 | 0.9569892 | 2.3215155 | -10.0000000 | 5.0000000  |
| C19QUES   | HOW INFO SYS DESIGNED/CUR             | 93 | 6.4301075 | 1.8673269 | 2.0000000   | 10.0000000 |
| R19QUES   | HOW INFO SYS DESIGNED/REQ             | 93 | 7.2795699 | 1.5629236 | 2.0000000   | 10.0000000 |
| Q19DELT A | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 93 | 0.8494624 | 1.8054641 | -4.0000000  | 5.0000000  |
| C20QUES   | ANALYZE RISK & ALT/CUR                | 93 | 7.6451613 | 1.6981138 | 3.0000000   | 10.0000000 |
| R20QUES   | ANALYZE RISK & ALT/REQ                | 93 | 8.4408602 | 1.3389026 | 5.0000000   | 10.0000000 |
| Q20DELT A | DELTA-ANALYZE RISKS & ALTERNATIVES    | 93 | 0.7956989 | 1.3717582 | -2.0000000  | 5.0000000  |
| DECISION  | DECISION MAKING/PROBLM SOLV           | 93 | 8.4838710 | 1.4935579 | 3.0000000   | 10.0000000 |
| DECAGC    | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 93 | 7.2231183 | 1.3481632 | 4.0000000   | 10.0000000 |
| DECAGR    | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 93 | 8.0376344 | 0.9024771 | 5.7500000   | 10.0000000 |
| DECDELT A | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 93 | 0.8145161 | 1.1436576 | -2.1250000  | 4.0000000  |

----- DESIGN2=NC -----

| Variable  | Label                                 | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|-----------|---------------------------------------|----|-----------|-----------|------------|------------|
| C13QUES   | ASSESS AVAIL INFO/CUR                 | 50 | 8.0000000 | 1.5779087 | 2.0000000  | 10.0000000 |
| R13QUES   | ASSESS AVAIL INFO/REQ                 | 50 | 9.5200000 | 0.9739463 | 5.0000000  | 10.0000000 |
| Q13DELT A | DELTA-ASSESS AVAIL INFO               | 50 | 1.5200000 | 1.3437687 | -2.0000000 | 6.0000000  |
| C14QUES   | INCLD OTHR DECSN MAKNG/CUR            | 50 | 8.4200000 | 1.3863769 | 6.0000000  | 10.0000000 |
| R14QUES   | INCLD OTHR DECSN MAKNG/REQ            | 50 | 9.4800000 | 0.8628382 | 7.0000000  | 10.0000000 |
| Q14DELT A | DELTA-INCL OTHER DECSN MAKING         | 50 | 1.0600000 | 1.1677643 | 0          | 4.0000000  |
| C15QUES   | DECISN MAKNG TECH/CUR                 | 50 | 8.4200000 | 1.4720526 | 5.0000000  | 10.0000000 |
| R15QUES   | DECISN MAKNG TECH/REQ                 | 50 | 9.4400000 | 0.8843307 | 6.0000000  | 10.0000000 |
| Q15DELT A | DELTA-DECISN MAKING TECHNIQUES        | 50 | 1.0200000 | 1.3013337 | -2.0000000 | 5.0000000  |
| C16QUES   | USE MGMT INFO SYS TECH/CUR            | 50 | 5.0000000 | 2.4074714 | 0          | 9.0000000  |
| R16QUES   | USE MGMT INFO SYS TECH/REQ            | 50 | 8.5400000 | 1.4598015 | 4.0000000  | 10.0000000 |
| Q16DELT A | DELTA-USE MGMT INFOR SYSTEM TECH      | 50 | 3.5400000 | 2.1779039 | 0          | 8.0000000  |
| C17QUES   | STAT TOOLS IN DECISIONS/CUR           | 50 | 4.9800000 | 2.3603009 | 0          | 9.0000000  |
| R17QUES   | STAT TOOLS IN DECISIONS/REQ           | 49 | 8.0408163 | 1.7790351 | 3.0000000  | 10.0000000 |
| Q17DELT A | DELTA-STAT TOOLS IN DECISION MAKING   | 49 | 3.0408163 | 2.4406214 | -2.0000000 | 9.0000000  |
| C18QUES   | STRNG WEAKNS STAT TECH/CUR            | 50 | 4.6400000 | 2.6707791 | 0          | 10.0000000 |
| R18QUES   | STRNG WEAKNS STAT TECH/REQ            | 50 | 8.0200000 | 1.9947891 | 3.0000000  | 10.0000000 |
| Q18DELT A | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 50 | 3.3800000 | 2.3113738 | -3.0000000 | 9.0000000  |
| C19QUES   | HOW INFO SYS DESIGNED/CUR             | 50 | 4.5600000 | 2.6585250 | 0          | 10.0000000 |
| R19QUES   | HOW INFO SYS DESIGNED/REQ             | 50 | 7.3200000 | 2.3598686 | 1.0000000  | 10.0000000 |
| Q19DELT A | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 50 | 2.7600000 | 2.2547908 | -1.0000000 | 9.0000000  |
| C20QUES   | ANALYZE RISK & ALT/CUR                | 50 | 7.3400000 | 2.0762014 | 0          | 10.0000000 |
| R20QUES   | ANALYZE RISK & ALT/REQ                | 50 | 9.2200000 | 1.2501428 | 5.0000000  | 10.0000000 |
| Q20DELT A | DELTA-ANALYZE RISKS & ALTERNATIVES    | 50 | 1.8800000 | 1.5602198 | -1.0000000 | 6.0000000  |
| DECISION  | DECISION MAKING/PROBLM SOLV           | 50 | 8.6600000 | 1.7912486 | 2.0000000  | 10.0000000 |
| DECAGC    | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 50 | 6.4200000 | 1.6756738 | 2.2500000  | 9.3750000  |
| DECAGR    | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 49 | 8.6760204 | 1.1695236 | 4.8750000  | 10.0000000 |
| DECDELT A | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 49 | 2.2576531 | 1.4262258 | -1.0000000 | 5.7500000  |

DECISION MAKING MEANS AND DELTAS

----- DESIGN2=OTHER -----

| Variable  | Label                      | N | Mean      | Std Dev   | Minimum   | Maximum    |
|-----------|----------------------------|---|-----------|-----------|-----------|------------|
| C13QUES   | ASSESS AVAIL INFO/CUR      | 5 | 7.4000000 | 2.0736441 | 4.0000000 | 9.0000000  |
| R13QUES   | ASSESS AVAIL INFO/REQ      | 5 | 8.6000000 | 0.8944272 | 8.0000000 | 10.0000000 |
| Q13DELT A | DELTA-ASSESS AVAIL INFO    | 5 | 1.2000000 | 1.6431677 | 0         | 4.0000000  |
| C14QUES   | INCLD OTHR DECSN MAKNG/CUR | 5 | 7.6000000 | 1.1401754 | 6.0000000 | 9.0000000  |

|           |                                       |   |           |           |            |            |
|-----------|---------------------------------------|---|-----------|-----------|------------|------------|
| R14QUES   | INCLD OTHR DECSN MAKING/REQ           | 5 | 8.4000000 | 0.5477226 | 8.0000000  | 9.0000000  |
| Q14DELTA  | DELTA-INCL OTHER DECSN MAKING         | 5 | 0.8000000 | 0.8366600 | 0          | 2.0000000  |
| C15QUES   | DECISN MAKING TECH/CUR                | 5 | 7.6000000 | 1.5165751 | 6.0000000  | 9.0000000  |
| R15QUES   | DECISN MAKING TECH/REQ                | 5 | 8.2000000 | 0.8366600 | 7.0000000  | 9.0000000  |
| Q150DELTA | DELTA-DECISN MAKING TECHNIQUES        | 5 | 0.6000000 | 0.8944272 | 0          | 2.0000000  |
| C16QUES   | USE MGMT INFO SYS TECH/CUR            | 5 | 5.6000000 | 3.1304952 | 1.0000000  | 9.0000000  |
| R16QUES   | USE MGMT INFO SYS TECH/REQ            | 5 | 8.6000000 | 1.1401754 | 7.0000000  | 10.0000000 |
| Q160DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 5 | 3.0000000 | 3.5355339 | 0          | 9.0000000  |
| C17QUES   | STAT TOOLS IN DECISIONS/CUR           | 5 | 6.0000000 | 2.3452079 | 2.0000000  | 8.0000000  |
| R17QUES   | STAT TOOLS IN DECISIONS/REQ           | 5 | 7.6000000 | 0.5477226 | 7.0000000  | 8.0000000  |
| Q17DELTA  | DELTA-STAT TOOLS IN DECISION MAKING   | 5 | 1.6000000 | 2.5099801 | 0          | 6.0000000  |
| C18QUES   | STRNG WEAKNS STAT TECH/CUR            | 5 | 6.0000000 | 2.5495098 | 2.0000000  | 8.0000000  |
| R18QUES   | STRNG WEAKNS STAT TECH/REQ            | 5 | 8.2000000 | 1.0954451 | 7.0000000  | 10.0000000 |
| Q18DELTA  | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 5 | 2.2000000 | 3.0331502 | 0          | 6.0000000  |
| C19QUES   | HOW INFO SYS DESIGNED/CUR             | 4 | 5.2500000 | 3.8622101 | 0          | 9.0000000  |
| R19QUES   | HOW INFO SYS DESIGNED/REQ             | 5 | 6.6000000 | 1.8165902 | 4.0000000  | 9.0000000  |
| Q19DELTA  | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 4 | 1.2500000 | 2.2173558 | -1.0000000 | 4.0000000  |
| C20QUES   | ANALYZE RISK & ALT/CUR                | 4 | 5.7500000 | 3.8622101 | 0          | 8.0000000  |
| R20QUES   | ANALYZE RISK & ALT/REQ                | 5 | 7.6000000 | 1.5165751 | 5.0000000  | 9.0000000  |
| Q20DELTA  | DELTA-ANALYZE RISKS & ALTERNATIVES    | 4 | 1.7500000 | 2.2173558 | 0          | 5.0000000  |
| DECISION  | DECISION MAKNG/PROBLN SOLV            | 5 | 8.8000000 | 1.0954451 | 8.0000000  | 10.0000000 |
| DECAGC    | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 4 | 6.4687500 | 2.6187923 | 2.6250000  | 8.2500000  |
| DECAGR    | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 5 | 7.9750000 | 0.6519202 | 7.3750000  | 8.8750000  |
| DECDELTA  | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 4 | 1.6562500 | 2.0725764 | 0.3750000  | 4.7500000  |

#### LEGAL ISSUES MEANS AND DELTAS

-----DESIG2-----

| Variable | Label                          | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 47 | 7.5957447 | 1.9522515 | 4.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 47 | 8.1276596 | 2.0066955 | 2.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLTN OF UCMJ      | 47 | 0.5319149 | 1.9207230 | -4.0000000 | 5.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 47 | 7.1702128 | 2.6401511 | 1.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 47 | 7.7659574 | 2.2478276 | 1.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 47 | 0.5957447 | 2.3466866 | -4.0000000 | 7.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 47 | 7.3191489 | 2.4415460 | 2.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 46 | 7.9565217 | 2.0325848 | 1.0000000  | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 46 | 0.5869565 | 1.9841157 | -4.0000000 | 7.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 46 | 6.8913043 | 2.1522935 | 2.0000000  | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 46 | 7.3913043 | 2.1132204 | 1.0000000  | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 46 | 0.5000000 | 2.0628998 | -4.0000000 | 6.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 46 | 6.6956522 | 1.9761867 | 2.0000000  | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 46 | 8.1956522 | 1.8332675 | 1.0000000  | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 46 | 1.5000000 | 1.8944363 | -1.0000000 | 7.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 47 | 6.1489362 | 2.0953232 | 0          | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 47 | 7.7659574 | 2.0131391 | 1.0000000  | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 47 | 1.6170213 | 2.0700052 | -3.0000000 | 8.0000000  |
| LEGAL    | LEGAL ISSUES                   | 46 | 7.4347826 | 1.5441959 | 5.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 45 | 7.0259259 | 1.9256888 | 2.6666667  | 10.0000000 |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 45 | 7.8814815 | 1.8663089 | 1.1666667  | 10.0000000 |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 45 | 0.8555556 | 1.7428063 | -3.0000000 | 5.8333333  |

-----DESIG2-DC-----

| Variable | Label                         | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------|----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR       | 97 | 7.4123711 | 2.0091073 | 1.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ       | 97 | 8.2371134 | 1.6315458 | 2.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLTN OF UCMJ     | 97 | 0.8267423 | 1.9526174 | -4.0000000 | 9.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR      | 97 | 7.6185567 | 2.0587380 | 1.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ      | 97 | 8.0618557 | 1.8017031 | 1.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ   | 97 | 0.4432990 | 2.1113240 | -8.0000000 | 9.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR  | 97 | 7.5567010 | 2.1014334 | 1.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ  | 97 | 8.3814433 | 1.7762513 | 0          | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ | 97 | 0.8247423 | 2.2174042 | -9.0000000 | 9.0000000  |
| C24QUES  | ADMIN SEP AUTHN & PROC/CUR    | 97 | 6.5257732 | 2.1315721 | 0          | 10.0000000 |
| R24QUES  | ADMIN SEP AUTHN & PROC/REQ    | 97 | 7.7525773 | 1.9041125 | 0          | 10.0000000 |

|          |                                |    |           |           |            |            |
|----------|--------------------------------|----|-----------|-----------|------------|------------|
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 97 | 1.2268041 | 2.0691441 | -7.0000000 | 7.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 97 | 6.1340206 | 2.3435588 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 97 | 8.0721649 | 1.9645155 | 0          | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 97 | 1.9381443 | 2.1785624 | -2.0000000 | 10.0000000 |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 97 | 5.8350515 | 2.3437879 | 0          | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 97 | 8.1257113 | 1.7336001 | 2.0000000  | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 97 | 2.2886598 | 2.2636565 | -2.0000000 | 10.0000000 |
| LEGAL    | LEGAL ISSUES                   | 97 | 7.1958763 | 1.8122223 | 3.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 97 | 6.8470790 | 1.8439827 | 0.8333333  | 10.0000000 |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 97 | 8.1048110 | 1.5389089 | 1.5000000  | 10.0000000 |
| LEGOELTA | AGGREGATE DELTA--LEGAL ISSUES  | 97 | 1.2577320 | 1.7952194 | -5.3333333 | 8.6666667  |

LEGAL ISSUES MEANS AND DELTAS

-----DESIG2=MC-----

| Variable | Label                          | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|-----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 153 | 6.6405229 | 2.1600877 | 0          | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 153 | 8.0653595 | 1.8197698 | 0          | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLTN OF UCMJ      | 152 | 1.3947368 | 2.3924769 | -8.0000000 | 9.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 153 | 6.3986928 | 2.4584437 | 0          | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 154 | 7.7012987 | 2.2784293 | 0          | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 153 | 1.3006536 | 2.7146895 | -8.0000000 | 8.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 153 | 6.3006536 | 2.5625978 | 0          | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 154 | 7.8051948 | 2.2435905 | 0          | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 153 | 1.5032680 | 2.7220450 | -8.0000000 | 8.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 153 | 5.7581699 | 2.4682887 | 0          | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 154 | 7.6025974 | 2.3305852 | 0          | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 153 | 1.6405229 | 2.9527293 | -9.0000000 | 9.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 153 | 7.1372549 | 1.9869933 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 154 | 8.4285714 | 1.8180545 | 0          | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 153 | 1.2941176 | 2.3948474 | -8.0000000 | 10.0000000 |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 153 | 6.2352941 | 2.4082225 | 0          | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 154 | 7.8116883 | 2.0981457 | 0          | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 153 | 1.5751634 | 2.7040243 | -9.0000000 | 10.0000000 |
| LEGAL    | LEGAL ISSUES                   | 154 | 6.9350649 | 1.9154526 | 1.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 153 | 6.4117647 | 1.9517254 | 1.1666667  | 10.0000000 |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 153 | 7.8910675 | 1.7821114 | 0          | 10.0000000 |
| LEGOELTA | AGGREGATE DELTA--LEGAL ISSUES  | 152 | 1.4550439 | 2.2994201 | -8.0000000 | 7.0000000  |

-----DESIG2=MSC\_AN-----

| Variable | Label                          | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 30 | 7.6000000 | 1.8118385 | 4.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 29 | 8.8275862 | 1.1972876 | 6.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLTN OF UCMJ      | 29 | 1.3103448 | 1.3913880 | -1.0000000 | 5.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 30 | 7.7000000 | 1.7250687 | 5.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 29 | 8.7586207 | 1.3270583 | 5.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 29 | 1.1379310 | 1.4323841 | -1.0000000 | 4.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 30 | 7.7666667 | 1.7356969 | 3.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 29 | 8.6896552 | 1.1983157 | 5.0000000  | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 29 | 1.0000000 | 1.5118579 | -1.0000000 | 7.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 30 | 6.7666667 | 2.2388934 | 3.0000000  | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 29 | 8.1379310 | 1.7055401 | 4.0000000  | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 29 | 1.4482759 | 1.7845809 | -1.0000000 | 6.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 30 | 5.6333333 | 2.4842030 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 29 | 7.6896552 | 1.9658413 | 3.0000000  | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 29 | 2.2068966 | 2.3661196 | -1.0000000 | 10.0000000 |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 30 | 7.0333333 | 1.9561280 | 3.0000000  | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 29 | 7.6896552 | 1.9105618 | 3.0000000  | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 29 | 0.7586207 | 1.3798336 | -2.0000000 | 5.0000000  |
| LEGAL    | LEGAL ISSUES                   | 30 | 7.3666667 | 1.6709141 | 3.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 30 | 7.0833333 | 1.5852227 | 4.1666667  | 9.8333333  |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 29 | 8.2988506 | 1.2851250 | 5.1666667  | 10.0000000 |
| LEGOELTA | AGGREGATE DELTA--LEGAL ISSUES  | 29 | 1.3103448 | 1.1484325 | -0.1666667 | 4.6666667  |

LEGAL ISSUES MEANS AND DELTAS

----- DESIGN2=NSC\_HCA -----

| Variable | Label                          | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 93 | 8.1612903 | 1.4691784 | 4.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 93 | 8.3978495 | 1.7884885 | 1.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLIN OF UCMJ      | 93 | 0.2365591 | 1.8261259 | -9.0000000 | 4.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 93 | 7.9677419 | 1.6710555 | 3.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 93 | 8.1397849 | 1.8858247 | 1.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 93 | 0.1720430 | 1.9315665 | -8.0000000 | 5.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 93 | 8.0537634 | 1.6963233 | 4.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 93 | 8.1505376 | 2.1107707 | 0          | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 93 | 0.0967742 | 1.8595495 | -9.0000000 | 3.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 93 | 7.3978495 | 2.0330946 | 1.0000000  | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 93 | 7.6129032 | 2.0748612 | 0          | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 93 | 0.2150538 | 1.8168861 | -8.0000000 | 3.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 93 | 7.2258065 | 1.9117999 | 2.0000000  | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 93 | 7.9677419 | 1.9022390 | 0          | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 93 | 0.7419355 | 2.0894872 | -7.0000000 | 8.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 93 | 6.4731183 | 2.0514650 | 2.0000000  | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 93 | 7.7204301 | 1.9669351 | 1.0000000  | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 93 | 1.2473118 | 2.1601928 | -7.0000000 | 8.0000000  |
| LEGAL    | LEGAL ISSUES                   | 93 | 7.1935484 | 1.9238665 | 1.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 93 | 7.5465950 | 1.5091039 | 3.8333333  | 10.0000000 |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 93 | 7.9982079 | 1.6470759 | 0.8333333  | 10.0000000 |
| LEQDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 93 | 0.4516129 | 1.6051285 | -7.6666667 | 4.6666667  |

----- DESIGN2=NC -----

| Variable | Label                          | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 50 | 7.4000000 | 1.7023393 | 3.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 50 | 9.2600000 | 1.6264397 | 3.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLIN OF UCMJ      | 50 | 1.8600000 | 2.1286194 | -4.0000000 | 7.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 50 | 6.7600000 | 2.2547908 | 2.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 50 | 8.8000000 | 1.8294641 | 3.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 50 | 2.0400000 | 2.6569892 | -4.0000000 | 8.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 50 | 6.6800000 | 2.5269163 | 1.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 50 | 8.8200000 | 2.0472979 | 2.0000000  | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 50 | 2.1400000 | 3.0305250 | -6.0000000 | 9.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 50 | 6.2000000 | 2.6802376 | 0          | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 50 | 8.5000000 | 2.0627899 | 2.0000000  | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 50 | 2.3000000 | 3.1118601 | -4.0000000 | 9.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 50 | 6.9800000 | 2.2084254 | 3.0000000  | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 50 | 8.8200000 | 1.9239627 | 2.0000000  | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 50 | 1.8400000 | 1.9728773 | -3.0000000 | 6.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 50 | 5.8000000 | 2.1946131 | 1.0000000  | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 50 | 8.4600000 | 1.8974742 | 3.0000000  | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 50 | 2.6600000 | 2.3089003 | -2.0000000 | 8.0000000  |
| LEGAL    | LEGAL ISSUES                   | 50 | 7.7800000 | 1.7646182 | 2.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 50 | 6.6366667 | 1.9298027 | 2.8333333  | 9.8333333  |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 50 | 8.7766667 | 1.6770459 | 2.5000000  | 10.0000000 |
| LEQDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 50 | 2.1400000 | 2.1729005 | -2.6666667 | 7.0000000  |

LEGAL ISSUES MEANS AND DELTAS

----- DESIGN2=OTHER -----

| Variable | Label                       | N | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-----------------------------|---|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR     | 5 | 6.4000000 | 2.3021729 | 3.0000000  | 8.0000000  |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ     | 5 | 7.4000000 | 5.7148351 | 1.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLIN OF UCMJ   | 5 | 1.0000000 | 4.9497475 | -7.0000000 | 5.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR    | 5 | 5.8000000 | 1.9235384 | 3.0000000  | 8.0000000  |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ    | 5 | 6.8000000 | 3.7013511 | 1.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ | 5 | 1.0000000 | 4.3588989 | -6.0000000 | 5.0000000  |

|          |                                |   |           |           |            |            |
|----------|--------------------------------|---|-----------|-----------|------------|------------|
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 5 | 5.6000000 | 1.8165902 | 3.0000000  | 8.0000000  |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 5 | 6.8000000 | 3.7013511 | 1.0000000  | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 5 | 1.2000000 | 3.9623226 | -5.0000000 | 5.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 5 | 4.6000000 | 2.7018512 | 1.0000000  | 8.0000000  |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 5 | 7.0000000 | 3.7416574 | 1.0000000  | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 5 | 2.4000000 | 2.5099801 | 0          | 5.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 5 | 4.2000000 | 1.6431677 | 2.0000000  | 6.0000000  |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 5 | 7.2000000 | 1.9235384 | 4.0000000  | 9.0000000  |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 5 | 3.0000000 | 1.4142136 | 2.0000000  | 5.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 5 | 4.4000000 | 1.6733201 | 3.0000000  | 7.0000000  |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 5 | 8.4000000 | 1.1401754 | 7.0000000  | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 5 | 4.0000000 | 1.8708287 | 2.0000000  | 6.0000000  |
| LEGAL    | LEGAL ISSUES                   | 5 | 6.8000000 | 1.9235384 | 4.0000000  | 9.0000000  |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 5 | 5.1666667 | 1.5184056 | 3.0000000  | 7.0000000  |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 5 | 7.2666667 | 2.8809721 | 2.6666667  | 9.6666667  |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 5 | 2.1000000 | 2.7121127 | -1.8333333 | 4.6666667  |

#### OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS

DESIG2=

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 27QUES         | IMPC OSHA REQ HOSP OP/CUR                | 46 | 5.9347826 | 2.1540883 | 0          | 10.0000000 |
| 27QUES         | IMPC OSHA REQ HOSP OP/REQ                | 46 | 7.6521739 | 2.1418309 | 1.0000000  | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 46 | 1.7173913 | 2.1567779 | -5.0000000 | 8.0000000  |
| 28QUES         | EVAL PROP TO AQR TECH/CUR                | 47 | 6.2765957 | 1.9076747 | 3.0000000  | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/REQ                | 47 | 7.4468085 | 2.1549590 | 0          | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH              | 47 | 1.1702128 | 2.2488562 | -3.0000000 | 7.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 47 | 6.1489362 | 2.5019881 | 0          | 10.0000000 |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 47 | 7.2553191 | 2.1312181 | 1.0000000  | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 47 | 1.1063830 | 2.1991505 | -3.0000000 | 8.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 47 | 5.9361702 | 2.6077164 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 47 | 6.7872340 | 2.2930535 | 0          | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 47 | 0.8510638 | 2.3217190 | -4.0000000 | 6.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 47 | 6.4468085 | 2.2048219 | 2.0000000  | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 47 | 7.1063830 | 2.3241085 | 1.0000000  | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 47 | 0.6595745 | 1.9591102 | -4.0000000 | 6.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 47 | 6.0851064 | 2.2246620 | 2.0000000  | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 47 | 7.0425532 | 2.4668008 | 1.0000000  | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 47 | 0.2765957 | 0.4521508 | 0          | 1.0000000  |
| PNGMT          | OPERATIONS MGMT ISSUES                   | 47 | 7.3617021 | 1.5662963 | 4.0000000  | 10.0000000 |
| PMAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 46 | 6.1630435 | 1.8363575 | 2.0000000  | 9.3333333  |
| PMAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 46 | 7.2173913 | 1.9388394 | 1.0000000  | 10.0000000 |
| PMDELTA        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 46 | 1.0543478 | 1.7427289 | -3.6666667 | 6.8333333  |

DESIG2=DC

| Variable Label |                                    | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|------------------------------------|----|-----------|-----------|------------|------------|
| 27QUES         | IMPC OSHA REQ HOSP OP/CUR          | 97 | 5.7628866 | 2.6250920 | 0          | 10.0000000 |
| 27QUES         | IMPC OSHA REQ HOSP OP/REQ          | 97 | 7.6391753 | 2.6028253 | 0          | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP       | 97 | 1.8762887 | 2.4206479 | -8.0000000 | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/CUR          | 97 | 5.8350515 | 2.0850680 | 0          | 9.0000000  |
| 28QUES         | EVAL PROP TO AQR TECH/REQ          | 97 | 7.3711360 | 1.6975447 | 0          | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH        | 97 | 1.5360825 | 2.1018933 | -3.0000000 | 8.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR        | 96 | 4.9791667 | 2.2430204 | 0          | 10.0000000 |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ        | 96 | 7.2500000 | 1.7711132 | 0          | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL    | 96 | 2.2708333 | 2.3055045 | -3.0000000 | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR          | 97 | 5.7731959 | 2.1090339 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ          | 97 | 7.1340206 | 1.6809525 | 0          | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM   | 97 | 1.3608267 | 2.0472826 | -2.0000000 | 9.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR          | 97 | 5.7113402 | 1.9200627 | 1.0000000  | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ          | 97 | 7.2474227 | 1.8821028 | 1.0000000  | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS | 97 | 1.5360825 | 1.9582191 | -3.0000000 | 6.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR         | 97 | 5.9587629 | 1.9638805 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ         | 97 | 7.2474227 | 1.8931396 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT             | 97 | 0.2886598 | 0.4554934 | 0          | 1.0000000  |
| PNGMT          | OPERATIONS MGMT ISSUES             | 97 | 7.3814433 | 1.4465714 | 3.0000000  | 10.0000000 |

|         |  |    |           |           |            |            |
|---------|--|----|-----------|-----------|------------|------------|
| PMAGC   | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 96 | 5.6693056 | 1.6159800 | 0.8333333  | 8.6666667  |
| PMAGR   | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 96 | 7.3003472 | 1.4170267 | 2.1666667  | 10.0000000 |
| PMDelta | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 96 | 1.6510417 | 1.8244727 | -3.3333333 | 6.8333333  |

#### OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS

-----DESIG2=MC-----

| Variable Label |  | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|-----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 153 | 6.1437908 | 2.4100074 | 0          | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 154 | 7.5259740 | 2.2027851 | 0          | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 153 | 1.3790850 | 2.8423640 | -8.0000000 | 10.0000000 |
| 28QUES         | EVAL PROP TO AQU TECH/CUR                | 153 | 6.2026144 | 2.1684322 | 0          | 10.0000000 |
| 28QUES         | EVAL PROP TO AQU TECH/REQ                | 154 | 7.7857143 | 1.5295105 | 0          | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQU TECH              | 153 | 1.5816993 | 2.3525305 | -8.0000000 | 8.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 153 | 4.6339869 | 2.2761684 | 0          | 10.0000000 |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 153 | 7.3333333 | 1.9364917 | 0          | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 152 | 2.6644737 | 2.6217230 | -6.0000000 | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 153 | 5.1503268 | 2.4649417 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 154 | 6.9740260 | 2.0609917 | 0          | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 153 | 1.8169935 | 2.4533487 | -6.0000000 | 8.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 153 | 5.0392157 | 2.5388620 | 0          | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 154 | 6.7272727 | 2.2959852 | 0          | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 153 | 1.6797386 | 2.4188231 | -6.0000000 | 8.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 153 | 4.8235294 | 2.5342850 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 154 | 6.5324675 | 2.4579306 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 154 | 0.2532468 | 0.4362899 | 0          | 1.0000000  |
| PMGHT          | OPERATIONS MGMT ISSUES                   | 154 | 7.0974026 | 1.6159721 | 1.0000000  | 10.0000000 |
| PMAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 153 | 5.3322440 | 2.0174220 | 0.3333333  | 10.0000000 |
| PMAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 153 | 7.1394336 | 1.7151349 | 0.6666667  | 10.0000000 |
| PMDelta        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 152 | 1.7872807 | 2.1681687 | -5.1666667 | 7.1666667  |

-----DESIG2=MSC\_AH-----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 30 | 6.4333333 | 3.2767029 | 0          | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 29 | 6.9310345 | 3.3266353 | 0          | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 29 | 0.6206897 | 2.7569884 | -6.0000000 | 10.0000000 |
| 28QUES         | EVAL PROP TO AQU TECH/CUR                | 30 | 7.0000000 | 1.9652147 | 2.0000000  | 10.0000000 |
| 28QUES         | EVAL PROP TO AQU TECH/REQ                | 29 | 7.8620690 | 1.6631325 | 4.0000000  | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQU TECH              | 29 | 0.9655172 | 2.1294325 | -3.0000000 | 7.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 30 | 5.3666667 | 2.6714755 | 0          | 10.0000000 |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 29 | 7.1724138 | 2.0366107 | 2.0000000  | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 29 | 1.9655172 | 2.1294325 | -2.0000000 | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 30 | 5.7666667 | 2.3879487 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 29 | 7.0689655 | 1.7714206 | 2.0000000  | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 29 | 1.4482759 | 1.9380809 | -2.0000000 | 8.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 30 | 6.3333333 | 2.6695387 | 1.0000000  | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 29 | 7.2068966 | 2.1276968 | 2.0000000  | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 29 | 1.0000000 | 1.7928429 | -2.0000000 | 7.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 30 | 5.7666667 | 2.8123292 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 29 | 6.7586207 | 2.3852998 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 30 | 0.4000000 | 0.4952729 | 0          | 1.0000000  |
| PMGHT          | OPERATIONS MGMT ISSUES                   | 30 | 6.8666667 | 2.0465839 | 1.0000000  | 10.0000000 |
| PMAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 30 | 6.1111111 | 1.9934439 | 1.5000000  | 9.8333333  |
| PMAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 29 | 7.1666667 | 1.6678567 | 2.8333333  | 10.0000000 |
| PMDelta        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 29 | 1.1839080 | 1.5451825 | -1.0000000 | 7.0000000  |

#### OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS

-----DESIG2=MSC\_NCA-----

| Variable Label |                            | N  | Mean      | Std Dev   | Minimum | Maximum    |
|----------------|----------------------------|----|-----------|-----------|---------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR | 93 | 6.3763441 | 2.1864900 | 0       | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ | 93 | 7.5483871 | 2.0773945 | 0       | 10.0000000 |

|         |  |    |            |           |            |            |
|---------|--|----|------------|-----------|------------|------------|
| 27DELTA | DELTA-IMPACT OF OSHA ON HOSP             | 93 | 1.1720430  | 2.1193911 | -8.0000000 | 8.0000000  |
| 28QUES  | EVAL PROP TO AGR TECH/CUR                | 93 | 6.8817204  | 1.9607533 | 2.0000000  | 10.0000000 |
| 28QUES  | EVAL PROP TO AGR TECH/REQ                | 93 | 7.6344086  | 1.6536189 | 1.0000000  | 10.0000000 |
| 28DELTA | DELTA-EVAL PROP TO AGR TECH              | 93 | 0.7526882  | 1.7172774 | -7.0000000 | 5.0000000  |
| 29QUES  | OPP & LIN DOD/DON MATRL/CUR              | 93 | 6.8924731  | 2.0133379 | 2.0000000  | 10.0000000 |
| 29QUES  | OPP & LIN DOD/DON MATRL/REQ              | 93 | 7.2688172  | 1.5889550 | 2.0000000  | 10.0000000 |
| 29DELTA | DELTA-OPP& LIN TO DOD/DON MATRL          | 93 | 0.3763441  | 1.8819161 | -7.0000000 | 6.0000000  |
| 30QUES  | OVRSEE EQUIP MGMT PRG/CUR                | 93 | 7.0000000  | 2.0216223 | 1.0000000  | 10.0000000 |
| 30QUES  | OVRSEE EQUIP MGMT PRG/REQ                | 93 | 6.7849462  | 1.8406607 | 1.0000000  | 10.0000000 |
| 30DELTA | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 93 | -0.2150538 | 1.8873115 | -7.0000000 | 4.0000000  |
| 31QUES  | ENSUR EXEC SECRTY REQ/CUR                | 93 | 6.9354839  | 2.1254486 | 0          | 10.0000000 |
| 31QUES  | ENSUR EXEC SECRTY REQ/REQ                | 93 | 7.0860215  | 1.9596801 | 2.0000000  | 10.0000000 |
| 31DELTA | DELTA-ENSURE EXECUTION OF SEC REQS       | 93 | 0.1505376  | 1.9778460 | -7.0000000 | 7.0000000  |
| 32QUES  | OVRSEE FACILITIES MGMT/CUR               | 93 | 6.9139785  | 2.2872801 | 0          | 10.0000000 |
| 32QUES  | OVRSEE FACILITIES MGMT/REQ               | 93 | 7.0967742  | 2.0326921 | 1.0000000  | 10.0000000 |
| 32DELTA | DELTA-OVERSEE FAC MGMT                   | 93 | 0.3763441  | 0.4870938 | 0          | 1.0000000  |
| PMGMT   | OPERATIONS MGMT ISSUES                   | 93 | 7.1720430  | 1.6915625 | 2.0000000  | 10.0000000 |
| PMAGC   | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 93 | 6.8333333  | 1.7125919 | 2.0000000  | 9.6666667  |
| PMAGR   | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 93 | 7.2365591  | 1.5466425 | 1.3333333  | 10.0000000 |
| PMDELTA | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 93 | 0.4032258  | 1.5874893 | -7.3333333 | 6.0000000  |

-----DESIG2=NC-----

| Variable Label | N  | Mean | Std Dev   | Minimum   | Maximum    |            |
|----------------|--|------|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 50   | 6.3200000 | 2.4862068 | 0          | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 50   | 8.7000000 | 1.9298937 | 2.0000000  | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 50   | 2.3800000 | 2.3895179 | -3.0000000 | 8.0000000  |
| 28QUES         | EVAL PROP TO AGR TECH/CUR                | 50   | 5.8200000 | 2.3620296 | 1.0000000  | 10.0000000 |
| 28QUES         | EVAL PROP TO AGR TECH/REQ                | 50   | 8.0200000 | 2.2176472 | 0          | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AGR TECH              | 50   | 2.2000000 | 2.3560604 | -6.0000000 | 7.0000000  |
| 29QUES         | OPP & LIN DOD/DON MATRL/CUR              | 50   | 4.3400000 | 2.5683315 | 0          | 10.0000000 |
| 29QUES         | OPP & LIN DOD/DON MATRL/REQ              | 50   | 7.8800000 | 2.1819295 | 0          | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIN TO DOD/DON MATRL          | 50   | 3.5400000 | 2.3229995 | 0          | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 50   | 4.7800000 | 2.7277112 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 50   | 6.8800000 | 2.5446222 | 0          | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 50   | 2.1000000 | 2.4095897 | -4.0000000 | 9.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 50   | 4.8600000 | 2.6186926 | 0          | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 50   | 7.4600000 | 2.1590814 | 0          | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 50   | 2.6000000 | 2.9067128 | -3.0000000 | 9.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 50   | 4.1400000 | 3.0102546 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 50   | 6.2600000 | 3.1351203 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 50   | 0.2600000 | 0.4430875 | 0          | 1.0000000  |
| PMGMT          | OPERATIONS MGMT ISSUES                   | 49   | 7.3265306 | 2.0855430 | 1.0000000  | 10.0000000 |
| PMAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 50   | 5.0433333 | 2.1922379 | 0.5000000  | 9.5000000  |
| PMAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 50   | 7.5333333 | 1.9474386 | 1.8333333  | 10.0000000 |
| PMDELTA        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 50   | 2.4900000 | 2.1400537 | -1.8333333 | 8.3333333  |

OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS

-----DESIG2=OTHER-----

| Variable Label | N                                  | Mean | Std Dev   | Minimum   | Maximum    |            |
|----------------|------------------------------------|------|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR         | 5    | 4.8000000 | 3.1144823 | 2.0000000  | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ         | 5    | 7.8000000 | 1.4832397 | 6.0000000  | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP       | 5    | 3.0000000 | 3.2403703 | -2.0000000 | 7.0000000  |
| 28QUES         | EVAL PROP TO AGR TECH/CUR          | 5    | 5.0000000 | 1.8708287 | 2.0000000  | 7.0000000  |
| 28QUES         | EVAL PROP TO AGR TECH/REQ          | 5    | 8.2000000 | 1.0954451 | 7.0000000  | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AGR TECH        | 5    | 3.2000000 | 1.6431677 | 2.0000000  | 6.0000000  |
| 29QUES         | OPP & LIN DOD/DON MATRL/CUR        | 5    | 5.4000000 | 4.1593269 | 0          | 10.0000000 |
| 29QUES         | OPP & LIN DOD/DON MATRL/REQ        | 5    | 7.4000000 | 2.7928480 | 4.0000000  | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIN TO DOD/DON MATRL    | 5    | 2.0000000 | 1.5811388 | 0          | 4.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR          | 5    | 6.0000000 | 2.7386128 | 3.0000000  | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ          | 5    | 7.6000000 | 1.8165902 | 5.0000000  | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM   | 5    | 1.6000000 | 1.5168751 | 0          | 4.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR          | 5    | 4.6000000 | 1.1401754 | 3.0000000  | 6.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ          | 5    | 6.4000000 | 1.1401754 | 5.0000000  | 8.0000000  |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS | 5    | 1.8000000 | 1.0954451 | 0          | 3.0000000  |

|         |  |   |           |           |           |           |
|---------|--|---|-----------|-----------|-----------|-----------|
| 32QUES  | OVRSEE FACILITIES MGMT/CUR               | 5 | 5.0000000 | 1.4142136 | 3.0000000 | 7.0000000 |
| 32QUES  | OVRSEE FACILITIES MGMT/REQ               | 5 | 7.2000000 | 1.3038405 | 6.0000000 | 9.0000000 |
| 32DELTA | DELTA-OVERSEE FAC MGMT                   | 5 | 0.2000000 | 0.4472136 | 0         | 1.0000000 |
| PMGHT   | OPERATIONS MGMT ISSUES                   | 5 | 7.0000000 | 1.7320508 | 4.0000000 | 8.0000000 |
| PMAGC   | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 5 | 5.1333333 | 1.8196459 | 3.1666667 | 6.8333333 |
| PMAGR   | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 5 | 7.4333333 | 1.1401754 | 5.6666667 | 8.8333333 |
| PMDELTA | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 5 | 2.3000000 | 1.3406052 | 1.1666667 | 4.5000000 |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

-----DESIG2=-----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                 | 47 | 7.7234043 | 2.0715687 | 3.0000000  | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                 | 47 | 8.2127660 | 1.7685190 | 2.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OF FORCES           | 47 | 0.4893617 | 1.9657097 | -4.0000000 | 6.0000000  |
| 34QUES         | DEVLP & COMM COMD VISION/CUR             | 47 | 7.6595745 | 1.6846700 | 4.0000000  | 10.0000000 |
| 34QUES         | DEVLP & COMM COMD VISION/REQ             | 47 | 8.5106383 | 1.8518186 | 1.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION      | 47 | 0.8510638 | 2.0744693 | -5.0000000 | 6.0000000  |
| 35QUES         | IMPWR IND & WORK GRP/CUR                 | 47 | 8.4468085 | 1.3801152 | 5.0000000  | 10.0000000 |
| 35QUES         | IMPWR IND & WORK GRP/REQ                 | 47 | 8.8085106 | 1.5271214 | 3.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS          | 47 | 0.3617021 | 1.7373835 | -4.0000000 | 4.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR               | 45 | 8.4222222 | 1.3397573 | 4.0000000  | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ               | 46 | 8.6521739 | 1.5234083 | 5.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 45 | 0.2444444 | 1.5833732 | -3.0000000 | 4.0000000  |
| 37QUES         | BUILDING TRUST/CUR                       | 47 | 8.8085106 | 1.2447856 | 5.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                       | 47 | 9.2978723 | 1.0817637 | 6.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                     | 47 | 0.4893617 | 1.3330635 | -3.0000000 | 4.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                      | 47 | 8.4893617 | 1.3492726 | 5.0000000  | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                      | 47 | 9.2553191 | 1.1696912 | 6.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                    | 47 | 0.7659574 | 1.4627664 | -3.0000000 | 4.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                    | 47 | 8.3404255 | 1.4931233 | 4.0000000  | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                    | 47 | 9.2340426 | 1.2196358 | 6.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                  | 47 | 0.8936170 | 1.6449601 | -3.0000000 | 5.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                    | 46 | 8.5652174 | 1.4552919 | 5.0000000  | 10.0000000 |
| 40QUES         | BUILDING TEAMWORK/REQ                    | 46 | 9.2608696 | 1.2725265 | 4.0000000  | 10.0000000 |
| 40DELTA        | DELTA-BUILDING TEAMWORK                  | 46 | 0.6956522 | 1.5036188 | -3.0000000 | 4.0000000  |
| 41QUES         | DEVLP POS_ORGAN CLIMAT/CUR               | 47 | 8.5106383 | 1.3330635 | 5.0000000  | 10.0000000 |
| 41QUES         | DEVLP POS_ORGAN CLIMAT/REQ               | 47 | 9.3404255 | 1.0273773 | 6.0000000  | 10.0000000 |
| 41DELTA        | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 47 | 0.8297872 | 1.4191110 | -4.0000000 | 4.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                    | 47 | 8.2340426 | 1.6446589 | 4.0000000  | 10.0000000 |
| 42QUES         | MOTIVATING PEOPLE/REQ                    | 47 | 9.1489362 | 1.5460851 | 2.0000000  | 10.0000000 |
| 42DELTA        | DELTA-MOTIVATING PEOPLE                  | 47 | 0.9148936 | 1.6128531 | -4.0000000 | 4.0000000  |
| 43QUES         | EMPLY COORD MECHNSM/CUR                  | 47 | 7.9361702 | 1.5660009 | 5.0000000  | 10.0000000 |
| 43QUES         | EMPLY COORD MECHNSM/REQ                  | 47 | 8.6382979 | 1.7745242 | 2.0000000  | 10.0000000 |
| 43DELTA        | DELTA-EMPLOY COORD MECHANISMS            | 47 | 0.7021277 | 1.6407169 | -4.0000000 | 4.0000000  |
| 44QUES         | DEVLP SUBORDINATES/CUR                   | 47 | 8.3829787 | 1.3760876 | 5.0000000  | 10.0000000 |
| 44QUES         | DEVLP SUBORDINATES/REQ                   | 47 | 8.9148936 | 1.4570636 | 4.0000000  | 10.0000000 |
| 44DELTA        | DELTA-DEVELOP SUBORDINATES               | 47 | 0.5319149 | 1.5016660 | -5.0000000 | 4.0000000  |
| 45QUES         | UNDRSTND ROLE CO & XO/CUR                | 47 | 8.5319149 | 1.4272361 | 6.0000000  | 10.0000000 |
| 45QUES         | UNDRSTND ROLE CO & XO/REQ                | 47 | 9.0212766 | 1.4369255 | 5.0000000  | 10.0000000 |
| 45DELTA        | DELTA-UNDERSTANDING ROLE OF CO/XO        | 47 | 0.4893617 | 1.5304495 | -4.0000000 | 4.0000000  |
| 46QUES         | PRON INNOVT & RISK BHVR/CUR              | 47 | 8.2340426 | 1.4775533 | 5.0000000  | 10.0000000 |
| 46QUES         | PRON INNOVT & RISK BHVR/REQ              | 47 | 8.7446809 | 1.3904658 | 5.0000000  | 10.0000000 |
| 46DELTA        | DELTA-PRON INNOV. & RISK BEHAVIOR        | 47 | 0.5106383 | 1.6923400 | -4.0000000 | 3.0000000  |
| RGMBEH         | ORGANIZATIONAL BEHAVIOR                  | 47 | 8.2765957 | 1.7900951 | 3.0000000  | 10.0000000 |
| RGAGC          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 44 | 8.3327922 | 1.1347243 | 5.7857143  | 10.0000000 |
| RGAGR          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 45 | 8.9476190 | 1.1791518 | 4.6428571  | 10.0000000 |
| RGDELTA        | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 44 | 0.6071429 | 1.3391002 | -3.5714286 | 3.3571429  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

-----DESIG2=DC-----

| Variable Label |                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--------------------------------|----|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR       | 97 | 8.1340206 | 1.9876120 | 2.0000000  | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ       | 97 | 8.8556701 | 1.3843597 | 3.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OF FORCES | 97 | 0.7216495 | 1.8693931 | -6.0000000 | 6.0000000  |

|         |  |    |           |           |             |            |
|---------|--|----|-----------|-----------|-------------|------------|
| 34QUES  | DEVLP & COMM COMM VISION/CUR             | 97 | 7.5979381 | 1.7833711 | 3.0000000   | 10.0000000 |
| 34QUES  | DEVLP & COMM COMM VISION/REQ             | 97 | 8.6597938 | 1.2819792 | 5.0000000   | 10.0000000 |
| 34DELTA | DELTA-DEVELOP & COMM COMMAND VISION      | 97 | 1.0618557 | 1.7725595 | -2.0000000  | 7.0000000  |
| 35QUES  | IMPOWR IND & WORK GRP/CUR                | 97 | 8.1134021 | 1.6948223 | 3.0000000   | 10.0000000 |
| 35QUES  | IMPOWR IND & WORK GRP/REQ                | 97 | 8.6804124 | 1.3810201 | 3.0000000   | 10.0000000 |
| 35DELTA | DELTA-EMPOWER INV & WORK GROUPS          | 97 | 0.5670103 | 1.6260075 | -5.0000000  | 6.0000000  |
| 36QUES  | DEVLP NON-PARCHL PERSP/CUR               | 95 | 7.8526316 | 2.0575157 | 0           | 10.0000000 |
| 36QUES  | DEVLP NON-PARCHL PERSP/REQ               | 95 | 8.2736842 | 1.6849907 | 0           | 10.0000000 |
| 36DELTA | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 95 | 0.4210526 | 1.5199310 | -4.0000000  | 5.0000000  |
| 37QUES  | BUILDING TRUST/CUR                       | 97 | 8.3814433 | 1.5575308 | 4.0000000   | 10.0000000 |
| 37QUES  | BUILDING TRUST/REQ                       | 97 | 9.1257113 | 1.2437991 | 4.0000000   | 10.0000000 |
| 37DELTA | DELTA-BUILDING TRUST                     | 97 | 0.7422680 | 1.4809791 | -5.0000000  | 5.0000000  |
| 38QUES  | MANAGING CHANGE/CUR                      | 97 | 7.8865979 | 1.6575351 | 3.0000000   | 10.0000000 |
| 38QUES  | MANAGING CHANGE/REQ                      | 97 | 8.9381443 | 1.3214136 | 4.0000000   | 10.0000000 |
| 38DELTA | DELTA-MANAGING CHANGE                    | 97 | 1.0515464 | 1.7581426 | -5.0000000  | 6.0000000  |
| 39QUES  | MANAGING CONFLICT/CUR                    | 97 | 7.6907216 | 1.7100245 | 3.0000000   | 10.0000000 |
| 39QUES  | MANAGING CONFLICT/REQ                    | 97 | 8.8762887 | 1.3405357 | 4.0000000   | 10.0000000 |
| 39DELTA | DELTA-MANAGING CONFLICT                  | 97 | 1.1855670 | 1.9489842 | -5.0000000  | 6.0000000  |
| 40QUES  | BUILDING TEAMWORK/CUR                    | 97 | 8.1443299 | 1.6582476 | 4.0000000   | 10.0000000 |
| 40QUES  | BUILDING TEAMWORK/REQ                    | 97 | 9.2061856 | 1.1541424 | 4.0000000   | 10.0000000 |
| 40DELTA | DELTA-BUILDING TEAMWORK                  | 97 | 1.0618557 | 1.8864342 | -5.0000000  | 6.0000000  |
| 41QUES  | DEVLP POS ORGAN CLIMAT/CUR               | 97 | 8.2886598 | 1.6263377 | 4.0000000   | 10.0000000 |
| 41QUES  | DEVLP POS ORGAN CLIMAT/REQ               | 97 | 9.2061856 | 1.1174575 | 4.0000000   | 10.0000000 |
| 41DELTA | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 97 | 0.9175258 | 1.6562389 | -5.0000000  | 6.0000000  |
| 42QUES  | MOTIVATING PEOPLE/CUR                    | 97 | 8.0103093 | 1.4964879 | 4.0000000   | 10.0000000 |
| 42QUES  | MOTIVATING PEOPLE/REQ                    | 97 | 9.1752577 | 1.1274077 | 4.0000000   | 10.0000000 |
| 42DELTA | DELTA-MOTIVATING PEOPLE                  | 97 | 1.1649485 | 1.7893226 | -5.0000000  | 6.0000000  |
| 43QUES  | EMPLY COORD MECHNSM/CUR                  | 97 | 7.1340206 | 1.9452338 | 0           | 10.0000000 |
| 43QUES  | EMPLY COORD MECHNSM/REQ                  | 97 | 8.3195876 | 1.5107007 | 3.0000000   | 10.0000000 |
| 43DELTA | DELTA-EMPLOY COORD MECHANISMS            | 97 | 1.1855670 | 1.9328837 | -4.0000000  | 7.0000000  |
| 44QUES  | DEVLP SUBORDINATES/CUR                   | 97 | 8.1752577 | 1.6202515 | 4.0000000   | 10.0000000 |
| 44QUES  | DEVLP SUBORDINATES/REQ                   | 97 | 9.0000000 | 1.1814539 | 6.0000000   | 10.0000000 |
| 44DELTA | DELTA-DEVELOP SUBORDINATES               | 97 | 0.8247423 | 1.5812067 | -3.0000000  | 6.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/CUR                | 97 | 8.2474227 | 1.8542234 | 2.0000000   | 10.0000000 |
| 45QUES  | UNDRSTND ROLE CO & XO/REQ                | 97 | 9.0000000 | 1.7736497 | 0           | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 97 | 0.7525773 | 2.2127986 | -10.0000000 | 8.0000000  |
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 97 | 7.7525773 | 1.9633673 | 2.0000000   | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 97 | 8.6082474 | 1.4329217 | 4.0000000   | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 97 | 0.8556701 | 1.8874017 | -4.0000000  | 7.0000000  |
| RGNBEH  | ORGANIZATIONAL BEHAVIOR                  | 97 | 8.0309278 | 1.8168976 | 1.0000000   | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 95 | 7.9428571 | 1.4541629 | 4.0000000   | 10.0000000 |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 95 | 8.8541353 | 1.0850660 | 4.4285714   | 10.0000000 |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 95 | 0.9112782 | 1.4011702 | -3.9285714  | 5.4285714  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

DESIG2-MC

| Variable Label | N                                       | Mean | Std Dev   | Minimum   | Maximum    |            |
|----------------|---|------|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                | 153  | 7.6209150 | 2.1367909 | 0          | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                | 154  | 8.7402597 | 1.4316917 | 1.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OPF FORCES         | 153  | 1.1111111 | 2.0408833 | -6.0000000 | 7.0000000  |
| 34QUES         | DEVLP & COMM COMM VISION/CUR            | 153  | 7.4575163 | 1.9701287 | 2.0000000  | 10.0000000 |
| 34QUES         | DEVLP & COMM COMM VISION/REQ            | 154  | 8.7662338 | 1.5916129 | 2.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION     | 153  | 1.3071895 | 2.0688194 | -8.0000000 | 7.0000000  |
| 35QUES         | IMPOR IND & WORK GRP/CUR                | 153  | 7.9346405 | 1.8484460 | 2.0000000  | 10.0000000 |
| 35QUES         | IMPOR IND & WORK GRP/REQ                | 154  | 8.8766234 | 1.5138918 | 2.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS         | 153  | 0.9346405 | 1.6127502 | -3.0000000 | 5.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR              | 153  | 8.0065359 | 1.8227247 | 0          | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ              | 154  | 8.7402597 | 1.3421532 | 3.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE | 153  | 0.7320261 | 1.6623008 | -2.0000000 | 9.0000000  |
| 37QUES         | BUILDING TRUST/CUR                      | 153  | 8.6013072 | 1.1828816 | 5.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                      | 154  | 9.3181818 | 0.9681953 | 5.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                    | 153  | 0.7124183 | 1.1278368 | -2.0000000 | 5.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                     | 153  | 8.1633987 | 1.4888070 | 2.0000000  | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                     | 154  | 9.2402597 | 0.9970885 | 6.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                   | 153  | 1.0718954 | 1.4604639 | -2.0000000 | 7.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                   | 153  | 7.7908497 | 1.6648597 | 1.0000000  | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                   | 154  | 9.1883117 | 1.0892792 | 5.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                 | 153  | 1.3921569 | 1.7138572 | -4.0000000 | 9.0000000  |

|         |  |     |           |           |             |            |
|---------|--|-----|-----------|-----------|-------------|------------|
| 40QUES  | BUILDING TEAMWORK/CUR                    | 153 | 8.2810458 | 1.5063791 | 3.0000000   | 10.0000000 |
| 40QUES  | BUILDING TEAMWORK/REQ                    | 154 | 9.2402597 | 1.0419639 | 5.0000000   | 10.0000000 |
| 40DELTA | DELTA-BUILDING TEAMWORK                  | 153 | 0.9607843 | 1.4275593 | -3.0000000  | 6.0000000  |
| 41QUES  | DEVLP POS ORGAN CLIMAT/CUR               | 153 | 8.2222222 | 1.4744411 | 2.0000000   | 10.0000000 |
| 41QUES  | DEVLP POS ORGAN CLIMAT/REQ               | 154 | 9.3441558 | 0.9244668 | 6.0000000   | 10.0000000 |
| 41DELTA | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 153 | 1.1176471 | 1.5041223 | -3.0000000  | 7.0000000  |
| 42QUES  | MOTIVATING PEOPLE/CUR                    | 153 | 8.1503268 | 1.4316500 | 4.0000000   | 10.0000000 |
| 42QUES  | MOTIVATING PEOPLE/REQ                    | 154 | 9.3636364 | 0.8909331 | 6.0000000   | 10.0000000 |
| 42DELTA | DELTA-MOTIVATING PEOPLE                  | 153 | 1.2156863 | 1.3904807 | -2.0000000  | 6.0000000  |
| 43QUES  | EMPL COORD MECHNSM/CUR                   | 153 | 7.5555556 | 1.8349275 | 0           | 10.0000000 |
| 43QUES  | EMPL COORD MECHNSM/REQ                   | 154 | 8.7532468 | 1.3543041 | 0           | 10.0000000 |
| 43DELTA | DELTA-EMPLOY COORD MECHANISMS            | 153 | 1.1960784 | 1.7170156 | -4.0000000  | 7.0000000  |
| 44QUES  | DEVLP SUBORDINATES/CUR                   | 153 | 8.1045752 | 1.6106692 | 3.0000000   | 10.0000000 |
| 44QUES  | DEVLP SUBORDINATES/REQ                   | 154 | 9.0584416 | 1.2536848 | 2.0000000   | 10.0000000 |
| 44DELTA | DELTA-DEVELOP SUBORDINATES               | 153 | 0.9477124 | 1.5466043 | -3.0000000  | 5.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/CUR                | 153 | 7.5163399 | 2.1123215 | 0           | 10.0000000 |
| 45QUES  | UNDRSTND ROLE CO & XO/REQ                | 154 | 8.8896104 | 1.7056679 | 0           | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 153 | 1.3660131 | 2.5822054 | -10.0000000 | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 152 | 7.7894737 | 1.7741021 | 3.0000000   | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 153 | 8.5490196 | 1.5215175 | 2.0000000   | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 152 | 0.7500000 | 1.7838495 | -5.0000000  | 5.0000000  |
| RGMBEH  | ORGANIZATIONAL BEHAVIOR                  | 154 | 8.0129870 | 1.9334923 | 1.0000000   | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 152 | 7.9309211 | 1.2962205 | 4.4285714   | 10.0000000 |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 153 | 9.0018674 | 0.9210929 | 5.7857163   | 10.0000000 |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 152 | 1.0667293 | 1.2225267 | -1.9285714  | 5.0000000  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

-----DESIG2-MSC\_AH-----

| Variable Label |   | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|---|----|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                | 30 | 7.9333333 | 1.5742176 | 4.0000000  | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                | 29 | 8.3448276 | 1.9689711 | 2.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OPF FORCES         | 29 | 0.4827586 | 2.0287345 | -4.0000000 | 4.0000000  |
| 34QUES         | DEVLP & COMM COMD VISION/CUR            | 30 | 7.8333333 | 1.8210140 | 1.0000000  | 10.5000000 |
| 34QUES         | DEVLP & COMM COMD VISION/REQ            | 29 | 8.8965517 | 0.9390279 | 7.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION     | 29 | 1.1379310 | 1.8655550 | -2.0000000 | 7.0000000  |
| 35QUES         | IMPOUR IND & WORK GRP/CUR               | 30 | 8.4333333 | 1.1651057 | 6.0000000  | 10.0000000 |
| 35QUES         | IMPOUR IND & WORK GRP/REQ               | 29 | 9.1379310 | 1.0255360 | 7.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS         | 29 | 0.7586207 | 1.2146479 | -2.0000000 | 4.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR              | 30 | 8.3000000 | 1.5789564 | 5.0000000  | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ              | 29 | 8.4827586 | 1.1218827 | 5.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE | 29 | 0.2413793 | 1.7658501 | -3.0000000 | 5.0000000  |
| 37QUES         | BUILDING TRUST/CUR                      | 29 | 8.5172414 | 1.2711269 | 6.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                      | 29 | 9.2758621 | 0.9597824 | 7.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                    | 28 | 0.7857143 | 1.6183472 | -3.0000000 | 4.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                     | 30 | 8.3333333 | 1.2129569 | 5.0000000  | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                     | 29 | 9.1379310 | 0.8752199 | 7.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                   | 29 | 0.8620690 | 1.5288683 | -2.0000000 | 5.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                   | 30 | 8.0666667 | 1.4840144 | 5.0000000  | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                   | 29 | 9.2068966 | 0.8185052 | 8.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                 | 29 | 1.2068966 | 1.5207919 | -2.0000000 | 5.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                   | 29 | 8.5862069 | 1.3233410 | 5.0000000  | 10.0000000 |
| 40QUES         | BUILDING TEAMWORK/REQ                   | 29 | 9.3448276 | 1.0098042 | 7.0000000  | 10.0000000 |
| 40DELTA        | DELTA-BUILDING TEAMWORK                 | 28 | 0.7857143 | 1.2868895 | -2.0000000 | 4.0000000  |
| 41QUES         | DEVLP POS ORGAN CLIMAT/CUR              | 30 | 8.3000000 | 1.3169976 | 5.0000000  | 10.0000000 |
| 41QUES         | DEVLP POS ORGAN CLIMAT/REQ              | 29 | 9.3103448 | 0.9674506 | 7.0000000  | 10.0000000 |
| 41DELTA        | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT  | 29 | 1.0689655 | 1.3076248 | -1.0000000 | 4.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                   | 30 | 8.4333333 | 1.3047218 | 6.0000000  | 10.0000000 |
| 42QUES         | MOTIVATING PEOPLE/REQ                   | 29 | 9.2613793 | 0.9507581 | 7.0000000  | 10.0000000 |
| 42DELTA        | DELTA-MOTIVATING PEOPLE                 | 29 | 0.8620690 | 1.3555215 | -2.0000000 | 4.0000000  |
| 43QUES         | EMPL COORD MECHNSM/CUR                  | 30 | 8.1333333 | 1.5698305 | 5.0000000  | 10.0000000 |
| 43QUES         | EMPL COORD MECHNSM/REQ                  | 29 | 8.7586207 | 1.1848801 | 6.0000000  | 10.0000000 |
| 43DELTA        | DELTA-EMPLOY COORD MECHANISMS           | 29 | 0.6896552 | 1.6712580 | -2.0000000 | 5.0000000  |
| 44QUES         | DEVLP SUBORDINATES/CUR                  | 30 | 8.5000000 | 1.2525833 | 5.0000000  | 10.0000000 |
| 44QUES         | DEVLP SUBORDINATES/REQ                  | 29 | 9.0344828 | 0.9813532 | 7.0000000  | 10.0000000 |
| 44DELTA        | DELTA-DEVELOP SUBORDINATES              | 29 | 0.5862069 | 1.4272161 | -2.0000000 | 4.0000000  |
| 45QUES         | UNDRSTND ROLE CO & XO/CUR               | 30 | 8.4333333 | 1.9771685 | 2.0000000  | 10.0000000 |
| 45QUES         | UNDRSTND ROLE CO & XO/REQ               | 29 | 9.2758621 | 1.0985884 | 6.0000000  | 10.0000000 |
| 45DELTA        | DELTA-UNDERSTANDING ROLE OF CO/XO       | 29 | 0.8965517 | 1.7797437 | -3.0000000 | 7.0000000  |

|         |  |    |           |           |            |            |
|---------|--|----|-----------|-----------|------------|------------|
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 30 | 7.9000000 | 1.6049492 | 4.0000000  | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 29 | 8.7241379 | 1.1306304 | 6.0000000  | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 29 | 0.8965517 | 1.6332445 | -2.0000000 | 5.0000000  |
| RGMBEH  | ORGANIZATIONAL BEHAVIOR                  | 30 | 8.2333333 | 1.9419743 | 2.0000000  | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 28 | 8.2295918 | 1.1637244 | 5.2857163  | 10.0000000 |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 29 | 9.0123153 | 0.8242120 | 7.4285714  | 10.0000000 |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 27 | 0.8333333 | 1.2476037 | -1.2857143 | 4.6428571  |

**ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS**

-----DESIG2=MSC\_HCA-----

| Variable Label |  | N  | Mean       | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|------------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OF FORC/CUR                 | 93 | 8.1505376  | 1.8293871 | 0          | 10.0000000 |
| 33QUES         | KNOW SUP REQ OF FORC/REQ                 | 93 | 8.2795699  | 1.9357371 | 0          | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OFF FORCES          | 93 | 0.1290323  | 1.8721402 | -8.0000000 | 5.0000000  |
| 34QUES         | DEVLP & COMM COMD VISM/CUR               | 93 | 8.3010753  | 1.2578877 | 6.0000000  | 10.0000000 |
| 34QUES         | DEVLP & COMM COMD VISM/REQ               | 93 | 9.0645161  | 1.4280304 | 3.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION      | 93 | 0.7634409  | 1.5561788 | -4.0000000 | 4.0000000  |
| 35QUES         | IMPOR IND & WORK GRP/CUR                 | 93 | 8.5268817  | 1.2903606 | 5.0000000  | 10.0000000 |
| 35QUES         | IMPOR IND & WORK GRP/REQ                 | 93 | 8.9569892  | 1.3344432 | 3.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS          | 93 | 0.4301075  | 1.4992596 | -5.0000000 | 5.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR               | 92 | 8.8152176  | 1.1676622 | 5.0000000  | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ               | 92 | 8.9565217  | 1.3499128 | 2.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 92 | 0.1413043  | 1.2005633 | -4.0000000 | 3.0000000  |
| 37QUES         | BUILDING TRUST/CUR                       | 93 | 8.7956989  | 1.2385049 | 4.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                       | 93 | 9.3010753  | 1.1012340 | 5.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                     | 93 | 0.5053763  | 1.4417958 | -4.0000000 | 4.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                      | 93 | 8.4838710  | 1.3482106 | 4.0000000  | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                      | 93 | 9.3010753  | 0.9530836 | 6.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                    | 93 | 0.8172043  | 1.3428250 | -3.0000000 | 5.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                    | 93 | 8.2365591  | 1.4400925 | 4.0000000  | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                    | 93 | 9.1720430  | 1.1384931 | 4.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                  | 93 | 0.9354839  | 1.6405623 | -4.0000000 | 6.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                    | 93 | 8.7204301  | 1.2191015 | 4.0000000  | 10.0000000 |
| 40QUES         | BUILDING TEAMWORK/REQ                    | 93 | 9.3548387  | 0.9165763 | 6.0000000  | 10.0000000 |
| 40DELTA        | DELTA-BUILDING TEAMWORK                  | 93 | 0.6344086  | 1.3252149 | -3.0000000 | 4.0000000  |
| 41QUES         | DEVLP POS. ORGAN CLIMAT/CUR              | 93 | 8.6881720  | 1.1700845 | 4.0000000  | 10.0000000 |
| 41QUES         | DEVLP POS. ORGAN CLIMAT/REQ              | 93 | 9.3870968  | 1.1036723 | 3.0000000  | 10.0000000 |
| 41DELTA        | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 93 | 0.6969247  | 1.3814371 | -4.0000000 | 4.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                    | 93 | 8.5483871  | 1.2555627 | 4.0000000  | 10.0000000 |
| 42QUES         | MOTIVATING PEOPLE/REQ                    | 93 | 9.2580645  | 1.2238857 | 4.0000000  | 10.0000000 |
| 42DELTA        | DELTA-MOTIVATING PEOPLE                  | 93 | 0.7096774  | 1.3954947 | -4.0000000 | 5.0000000  |
| 43QUES         | EMPLY COORD MECHNSM/CUR                  | 93 | 8.0752688  | 1.3532293 | 4.0000000  | 10.0000000 |
| 43QUES         | EMPLY COORD MECHNSM/REQ                  | 93 | 8.7849462  | 1.1214263 | 6.0000000  | 10.0000000 |
| 43DELTA        | DELTA-EMPLOY COORD MECHANISMS            | 93 | 0.7096774  | 1.4933231 | -4.0000000 | 4.0000000  |
| 44QUES         | DEVLP SUBORDINATES/CUR                   | 93 | 8.6236559  | 1.2328297 | 5.0000000  | 10.0000000 |
| 44QUES         | DEVLP SUBORDINATES/REQ                   | 93 | 9.2473118  | 1.1388010 | 4.0000000  | 10.0000000 |
| 44DELTA        | DELTA-DEVELOP SUBORDINATES               | 93 | 0.6233659  | 1.4439829 | -4.0000000 | 5.0000000  |
| 45QUES         | UNDRSTND ROLE CO & XO/CUR                | 93 | 8.8602151  | 1.0993219 | 6.0000000  | 10.0000000 |
| 45QUES         | UNDRSTND ROLE CO & XO/REQ                | 93 | 9.2258065  | 1.4827195 | 2.0000000  | 10.0000000 |
| 45DELTA        | DELTA-UNDERSTANDING ROLE OF CO/XO        | 93 | 0.34655914 | 1.6667134 | -8.0000000 | 4.0000000  |
| 46QUES         | PROM INNOVT & RISK BHVR/CUR              | 93 | 8.4623656  | 1.2472504 | 4.0000000  | 10.0000000 |
| 46QUES         | PROM INNOVT & RISK BHVR/REQ              | 93 | 8.9139785  | 1.2127575 | 4.0000000  | 10.0000000 |
| 46DELTA        | DELTA-PROM INNOV. & RISK BEHAVIOR        | 93 | 0.4516129  | 1.4559931 | -5.0000000 | 4.0000000  |
| RGMBEH         | ORGANIZATIONAL BEHAVIOR                  | 93 | 8.2795699  | 1.9766524 | 1.0000000  | 10.0000000 |
| RGAGC          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 92 | 8.5054348  | 0.9451920 | 6.0714286  | 10.0000000 |
| RGAGR          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 92 | 9.0383859  | 0.9587599 | 5.4285714  | 10.0000000 |
| RGDELTA        | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 92 | 0.5784161  | 1.1163558 | -2.7142857 | 3.1428571  |

**ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS**

-----DESIG2=MC-----

| Variable Label |                                 | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|---------------------------------|----|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OF FORC/CUR        | 50 | 7.1800000 | 2.0373051 | 2.0000000  | 10.0000000 |
| 33QUES         | KNOW SUP REQ OF FORC/REQ        | 50 | 9.0000000 | 1.5386185 | 4.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OFF FORCES | 50 | 1.8200000 | 2.2102729 | -2.0000000 | 7.0000000  |

|         |  |    |           |           |            |            |
|---------|--|----|-----------|-----------|------------|------------|
| 34QUES  | DEVLP & COMM COMM VISION/CUR             | 50 | 7.8600000 | 2.0702953 | 0          | 10.0000000 |
| 34QUES  | DEVLP & COMM COMM VISION/REQ             | 50 | 9.3200000 | 2.0347993 | 0          | 10.0000000 |
| 34DELTA | DELTA-DEVELOP & COMM COMMAND VISION      | 50 | 1.4600000 | 1.9713250 | -6.0000000 | 6.0000000  |
| 35QUES  | IMPOUR IND & WORK GRP/CUR                | 50 | 8.5000000 | 1.4880476 | 3.0000000  | 10.0000000 |
| 35QUES  | IMPOUR IND & WORK GRP/REQ                | 50 | 9.7800000 | 0.5454824 | 8.0000000  | 10.0000000 |
| 35DELTA | DELTA-EMPOWER INV & WORK GROUPS          | 50 | 1.2800000 | 1.4291427 | 0          | 7.0000000  |
| 36QUES  | DEVLP NON-PARCHL PERSP/CUR               | 47 | 8.2127660 | 1.8170230 | 3.0000000  | 10.0000000 |
| 36QUES  | DEVLP NON-PARCHL PERSP/REQ               | 47 | 9.5319149 | 0.8035536 | 7.0000000  | 10.0000000 |
| 36DELTA | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 47 | 1.3191489 | 1.8545641 | -2.0000000 | 7.0000000  |
| 37QUES  | BUILDING TRUST/CUR                       | 50 | 8.8800000 | 1.3498299 | 5.0000000  | 10.0000000 |
| 37QUES  | BUILDING TRUST/REQ                       | 50 | 9.9200000 | 0.3404679 | 8.0000000  | 10.0000000 |
| 37DELTA | DELTA-BUILDING TRUST                     | 50 | 1.0400000 | 1.2447441 | 0          | 4.0000000  |
| 38QUES  | MANAGING CHANGE/CUR                      | 50 | 8.4200000 | 1.5530089 | 4.0000000  | 10.0000000 |
| 38QUES  | MANAGING CHANGE/REQ                      | 50 | 9.7800000 | 0.5454824 | 8.0000000  | 10.0000000 |
| 38DELTA | DELTA-MANAGING CHANGE                    | 50 | 1.3600000 | 1.5354319 | 0          | 5.0000000  |
| 39QUES  | MANAGING CONFLICT/CUR                    | 50 | 8.2400000 | 1.6358235 | 4.0000000  | 10.0000000 |
| 39QUES  | MANAGING CONFLICT/REQ                    | 50 | 9.7400000 | 0.5646021 | 8.0000000  | 10.0000000 |
| 39DELTA | DELTA-MANAGING CONFLICT                  | 50 | 1.5000000 | 1.4742691 | 0          | 5.0000000  |
| 40QUES  | BUILDING TEAMWORK/CUR                    | 50 | 8.7200000 | 1.2623270 | 6.0000000  | 10.0000000 |
| 40QUES  | BUILDING TEAMWORK/REQ                    | 50 | 9.8600000 | 0.4522055 | 8.0000000  | 10.0000000 |
| 40DELTA | DELTA-BUILDING TEAMWORK                  | 50 | 1.1400000 | 1.3402711 | -2.0000000 | 4.0000000  |
| 41QUES  | DEVLP POS ORGAN CLIMAT/CUR               | 50 | 8.6600000 | 1.2874591 | 5.0000000  | 10.0000000 |
| 41QUES  | DEVLP POS ORGAN CLIMAT/REQ               | 50 | 9.9200000 | 0.3404679 | 8.0000000  | 10.0000000 |
| 41DELTA | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 50 | 1.2600000 | 1.3523977 | -1.0000000 | 5.0000000  |
| 42QUES  | MOTIVATING PEOPLE/CUR                    | 50 | 8.4400000 | 1.4165206 | 5.0000000  | 10.0000000 |
| 42QUES  | MOTIVATING PEOPLE/REQ                    | 50 | 9.7400000 | 0.5646021 | 8.0000000  | 10.0000000 |
| 42DELTA | DELTA-MOTIVATING PEOPLE                  | 50 | 1.3000000 | 1.2494897 | 0          | 4.0000000  |
| 43QUES  | EMPLY COORD MECHNSM/CUR                  | 50 | 8.2400000 | 1.7444957 | 3.0000000  | 10.0000000 |
| 43QUES  | EMPLY COORD MECHNSM/REQ                  | 50 | 9.3600000 | 1.2249115 | 3.0000000  | 10.0000000 |
| 43DELTA | DELTA-EMPLOY COORD MECHANISMS            | 50 | 1.1200000 | 1.7099946 | -4.0000000 | 6.0000000  |
| 44QUES  | DEVLP SUBORDINATES/CUR                   | 50 | 8.9400000 | 1.1677643 | 6.0000000  | 10.0000000 |
| 44QUES  | DEVLP SUBORDINATES/REQ                   | 50 | 9.5400000 | 1.1642638 | 5.0000000  | 10.0000000 |
| 44DELTA | DELTA-DEVELOP SUBORDINATES               | 50 | 0.6000000 | 1.5118579 | -4.0000000 | 4.0000000  |
| 45QUES  | UNDSTND ROLE CO & XO/CUR                 | 50 | 7.3800000 | 1.9680095 | 1.0000000  | 10.0000000 |
| 45QUES  | UNDSTND ROLE CO & XO/REQ                 | 50 | 9.2800000 | 2.0607112 | 0          | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 50 | 1.9000000 | 2.4681646 | -8.0000000 | 9.0000000  |
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 50 | 8.1400000 | 1.6538144 | 4.0000000  | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 50 | 9.6800000 | 0.9570362 | 4.0000000  | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 50 | 1.5400000 | 1.5414014 | -2.0000000 | 5.0000000  |
| RGMSEH  | ORGANIZATIONAL BEHAVIOR                  | 50 | 8.7400000 | 1.7590582 | 3.0000000  | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 47 | 8.3130699 | 1.1672050 | 5.1428571  | 9.9285714  |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 47 | 9.5911854 | 0.6151197 | 7.0714286  | 10.0000000 |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 47 | 1.2781155 | 1.1578245 | -0.8571429 | 4.5000000  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

-----DESIG2=OTHER-----

| Variable Label | N                                       | Mean | Std Dev   | Minimum   | Maximum    |            |
|----------------|---|------|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                | 5    | 8.0000000 | 1.2247449 | 6.0000000  | 9.0000000  |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                | 5    | 8.8000000 | 0.8366600 | 8.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OPF FORCES         | 5    | 0.8000000 | 0.8366600 | 0          | 2.0000000  |
| 34QUES         | DEVLP & COMM COMM VISION/CUR            | 5    | 6.8000000 | 1.3038405 | 5.0000000  | 8.0000000  |
| 34QUES         | DEVLP & COMM COMM VISION/REQ            | 5    | 8.2000000 | 2.0493902 | 5.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION     | 5    | 1.4000000 | 2.4083189 | -2.0000000 | 4.0000000  |
| 35QUES         | IMPOUR IND & WORK GRP/REQ               | 5    | 7.6000000 | 0.8944272 | 6.0000000  | 8.0000000  |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS         | 5    | 1.0000000 | 1.4142136 | 0          | 3.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR              | 5    | 7.8000000 | 1.0954451 | 6.0000000  | 9.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ              | 5    | 8.6000000 | 0.8944272 | 8.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE | 5    | 0.8000000 | 1.6431677 | -1.0000000 | 3.0000000  |
| 37QUES         | BUILDING TRUST/CUR                      | 5    | 7.8000000 | 1.0954451 | 6.0000000  | 9.0000000  |
| 37QUES         | BUILDING TRUST/REQ                      | 5    | 8.8000000 | 0.8366600 | 8.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                    | 5    | 1.0000000 | 1.4142136 | 0          | 3.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                     | 5    | 7.8000000 | 1.0954451 | 6.0000000  | 9.0000000  |
| 38QUES         | MANAGING CHANGE/REQ                     | 5    | 9.2000000 | 1.0954451 | 8.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                   | 5    | 1.4000000 | 1.6733201 | 0          | 4.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                   | 5    | 7.0000000 | 1.0000000 | 6.0000000  | 8.0000000  |
| 39QUES         | MANAGING CONFLICT/REQ                   | 5    | 9.4000000 | 0.8944272 | 8.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                 | 5    | 2.4000000 | 1.6733201 | 0          | 4.0000000  |

|         |  |   |           |           |            |            |
|---------|--|---|-----------|-----------|------------|------------|
| 40QUES  | BUILDING TEAMWORK/CUR                    | 5 | 7.8000000 | 1.0954451 | 6.0000000  | 9.0000000  |
| 40QUES  | BUILDING TEAMWORK/REQ                    | 5 | 9.0000000 | 1.0000000 | 8.0000000  | 10.0000000 |
| 40DELTA | DELTA-BUILDING TEAMWORK                  | 5 | 1.2000000 | 1.3038405 | 0          | 3.0000000  |
| 41QUES  | DEVLP POS ORGAN CLIMAT/CUR               | 5 | 7.8000000 | 1.0954451 | 6.0000000  | 9.0000000  |
| 41QUES  | DEVLP POS ORGAN CLIMAT/REQ               | 5 | 9.2000000 | 1.0954451 | 8.0000000  | 10.0000000 |
| 41DELTA | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 5 | 1.4000000 | 1.6733201 | 0          | 4.0000000  |
| 42QUES  | MOTIVATING PEOPLE/CUR                    | 5 | 7.8000000 | 1.0954451 | 6.0000000  | 9.0000000  |
| 42QUES  | MOTIVATING PEOPLE/REQ                    | 5 | 9.0000000 | 1.0000000 | 8.0000000  | 10.0000000 |
| 42DELTA | DELTA-MOTIVATING PEOPLE                  | 5 | 1.2000000 | 1.3038405 | 0          | 3.0000000  |
| 43QUES  | EMPL COORD MECHNSH/CUR                   | 5 | 7.8000000 | 1.0954451 | 6.0000000  | 9.0000000  |
| 43QUES  | EMPL COORD MECHNSH/REQ                   | 5 | 8.8000000 | 0.8366600 | 8.0000000  | 10.0000000 |
| 43DELTA | DELTA-EMPLOY COORD MECHANISMS            | 5 | 1.0000000 | 1.4142136 | 0          | 3.0000000  |
| 44QUES  | DEVLP SUBORDINATES/CUR                   | 5 | 7.8000000 | 1.0954451 | 6.0000000  | 9.0000000  |
| 44QUES  | DEVLP SUBORDINATES/REQ                   | 5 | 8.8000000 | 1.3038405 | 7.0000000  | 10.0000000 |
| 44DELTA | DELTA-DEVELOP SUBORDINATES               | 5 | 1.0000000 | 2.0000000 | -2.0000000 | 3.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/CUR                | 5 | 7.2000000 | 1.9235384 | 4.0000000  | 9.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/REQ                | 5 | 7.4000000 | 2.6076810 | 3.0000000  | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 5 | 0.2000000 | 3.7682887 | -6.0000000 | 4.0000000  |
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 5 | 7.0000000 | 1.4142136 | 5.0000000  | 8.0000000  |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 5 | 8.2000000 | 1.0954451 | 7.0000000  | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 5 | 1.2000000 | 1.6431677 | -1.0000000 | 3.0000000  |
| RGNBEH  | ORGANIZATIONAL BEHAVIOR                  | 5 | 7.4000000 | 1.5165751 | 5.0000000  | 9.0000000  |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 5 | 7.5714286 | 1.0594569 | 5.7857143  | 8.5000000  |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 5 | 8.7142857 | 0.7640238 | 8.1428571  | 9.8571429  |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 5 | 1.1428571 | 1.4436702 | -0.3571429 | 3.2857143  |

#### MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS

-----DESIG2-----

| Variable Label | N  | Mean | Std Dev   | Minimum   | Maximum    |            |
|----------------|--|------|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 47   | 7.1276596 | 1.9517776 | 2.0000000  | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 47   | 8.2127660 | 2.3306667 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 47   | 1.0851064 | 2.5692986 | -6.0000000 | 7.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 47   | 8.4680851 | 1.3649505 | 4.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 47   | 8.5744681 | 1.4853587 | 4.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 47   | 0.1063830 | 1.8086031 | -5.0000000 | 5.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 47   | 7.3404255 | 1.7726987 | 3.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 47   | 8.1702128 | 1.7485292 | 1.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 47   | 0.8297872 | 2.1601042 | -6.0000000 | 4.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 46   | 5.3913043 | 2.9998390 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 46   | 7.1956522 | 2.8876716 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 46   | 1.8043478 | 3.1736384 | -4.0000000 | 9.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 47   | 7.3617021 | 1.8815527 | 2.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 47   | 7.6808511 | 2.6218678 | 0          | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 47   | 0.3191489 | 1.9236105 | -4.0000000 | 5.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/CUR              | 46   | 8.2608696 | 1.5977037 | 3.0000000  | 10.0000000 |
| 52QUES         | PROM ETHICL PRAC IN OPS/REQ              | 46   | 8.6304348 | 2.2740927 | 0          | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 47   | 0.3617021 | 0.4856879 | 0          | 1.0000000  |
| ANPOWER        | MANPOWER/HUMAN RES MGMT                  | 47   | 8.1914894 | 1.5271214 | 4.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 46   | 7.3333333 | 1.4869805 | 3.6666667  | 10.0000000 |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 46   | 8.0833333 | 1.8441600 | 1.0000000  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 46   | 0.7500000 | 1.8226117 | -3.8333333 | 3.8333333  |

-----DESIG2=DC-----

| Variable Label | N                                  | Mean | Std Dev   | Minimum   | Maximum    |            |
|----------------|------------------------------------|------|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR        | 97   | 5.6597938 | 2.0508464 | 1.0000000  | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ        | 97   | 7.7113402 | 1.8982380 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL       | 97   | 2.0515464 | 2.1083719 | -6.0000000 | 8.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR        | 97   | 8.0412371 | 1.4784390 | 4.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ        | 97   | 8.7422680 | 1.3638056 | 4.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL       | 97   | 0.7010309 | 1.4154280 | -6.0000000 | 4.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR         | 97   | 7.2783505 | 1.8356554 | 3.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ         | 97   | 8.4968454 | 1.2426761 | 4.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS | 97   | 1.2169468 | 1.6534484 | -2.0000000 | 5.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR         | 96   | 3.7708333 | 2.4601205 | 0          | 8.0000000  |

|         |  |    |           |           |            |            |
|---------|--|----|-----------|-----------|------------|------------|
| 50QUES  | MANAGE LABOR RELATIONS/REQ               | 96 | 6.2500000 | 2.6596399 | 0          | 10.0000000 |
| 50DELTA | DELTA-MANAGE LABOR RELATIONS             | 96 | 2.4791667 | 2.6949633 | -5.0000000 | 10.0000000 |
| 51QUES  | MANG MULTI-CULT DIVRSTY/CUR              | 97 | 7.3711340 | 1.7097733 | 3.0000000  | 10.0000000 |
| 51QUES  | MANG MULTI-CULT DIVRSTY/REQ              | 97 | 8.1134021 | 1.4921760 | 4.0000000  | 10.0000000 |
| 51DELTA | DELTA-MANAGE MULTI-CULT DIVERSITY        | 97 | 0.7422680 | 1.7986010 | -6.0000000 | 6.0000000  |
| 52QUES  | PROM ETHICL PRAC IN OPS/CUR              | 97 | 8.4432990 | 1.5136123 | 4.0000000  | 10.0000000 |
| 52QUES  | PROM ETHICL PRAC IN OPS/REQ              | 97 | 8.9690722 | 1.3264427 | 3.0000000  | 10.0000000 |
| 52DELTA | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 97 | 0.5154639 | 0.5023570 | 0          | 1.0000000  |
| ANPOWER | MANPOWER/HUMAN RES MGMT                  | 97 | 8.1649485 | 1.5524202 | 3.0000000  | 10.0000000 |
| ANAGC   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 96 | 6.7534722 | 1.4098607 | 3.5000000  | 9.6666667  |
| ANAGR   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 96 | 8.0434028 | 1.2021532 | 4.1666667  | 10.0000000 |
| ANDELTA | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 96 | 1.2899306 | 1.3803646 | -2.0000000 | 5.1666667  |

**MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS**

-----DESIG2=MC-----

| Variable Label |  | N   | Mean      | Std Dev    | Minimum    | Maximum    |
|----------------|--|-----|-----------|------------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 153 | 5.8104575 | 2.4353527  | 0          | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 154 | 8.2012987 | 1.8091267  | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 153 | 2.3921569 | 2.5629837  | -7.0000000 | 9.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 153 | 7.4052288 | 1.6836595  | 3.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 154 | 8.5779221 | 1.4809574  | 2.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 153 | 1.1633987 | 1.8829481  | -8.0000000 | 7.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 153 | 6.8366013 | 1.9916190  | 0          | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 154 | 8.5129870 | 1.4562779  | 0          | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 153 | 1.6666667 | 2.0390916  | -5.0000000 | 7.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 153 | 4.8366013 | 2.59461673 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 154 | 7.3896104 | 2.4529872  | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 153 | 2.5686275 | 2.9686181  | -7.0000000 | 9.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 153 | 7.0849673 | 1.9666553  | 2.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 154 | 7.9805195 | 1.9917174  | 0          | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 153 | 0.8888889 | 2.1750849  | -9.0000000 | 6.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/CUR              | 153 | 8.1895425 | 1.5293258  | 3.0000000  | 10.0000000 |
| 52QUES         | PROM ETHICL PRAC IN OPS/REQ              | 154 | 8.9935065 | 1.3648087  | 4.0000000  | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 154 | 0.4805195 | 0.5012505  | 0          | 1.0000000  |
| ANPOWER        | MANPOWER/HUMAN RES MGMT                  | 154 | 8.1493506 | 1.6872551  | 2.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 153 | 6.6938998 | 1.6217024  | 2.0000000  | 10.0000000 |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 154 | 8.2759740 | 1.4284407  | 2.6666667  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 153 | 1.5795207 | 1.6892207  | -5.0000000 | 5.1666667  |

-----DESIG2=MSC\_AH-----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 30 | 6.7666667 | 2.1764149 | 2.0000000  | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 29 | 8.4137931 | 1.1500696 | 6.0000000  | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 29 | 1.7586207 | 1.8058471 | -2.0000000 | 7.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 30 | 8.1666667 | 1.5331584 | 4.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 29 | 8.7931034 | 1.1141720 | 6.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 29 | 0.6896552 | 1.2846191 | -2.0000000 | 5.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 30 | 7.4666667 | 1.7564332 | 3.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 29 | 8.6137931 | 1.1807153 | 5.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 29 | 1.0344828 | 1.6362579 | -2.0000000 | 6.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 30 | 5.2000000 | 2.6961019 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 29 | 6.7241379 | 2.4333480 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 29 | 1.6896552 | 3.0484592 | -5.0000000 | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 30 | 7.5666667 | 2.0457413 | 2.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 29 | 8.0000000 | 2.1213203 | 1.0000000  | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 29 | 0.5172414 | 1.9387162 | -5.0000000 | 6.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/CUR              | 30 | 8.4666667 | 1.5698305 | 5.0000000  | 10.0000000 |
| 52QUES         | PROM ETHICL PRAC IN OPS/REQ              | 29 | 9.0344828 | 1.2672456 | 4.0000000  | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 30 | 0.4333333 | 0.5040069 | 0          | 1.0000000  |
| ANPOWER        | MANPOWER/HUMAN RES MGMT                  | 30 | 8.1333333 | 1.7167197 | 6.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 30 | 7.2722222 | 1.6108369 | 3.0000000  | 10.0000000 |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 29 | 8.2296851 | 1.2021919 | 4.3333333  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 29 | 1.0517241 | 1.4814350 | -1.6666667 | 6.1666667  |

**MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS**

-----DESIG2=NSC\_HCA-----

| Variable Label |  | N  | Mean       | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|------------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 93 | 7.7204301  | 1.5348530 | 4.0000000  | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 93 | 7.9677419  | 1.8618108 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 93 | 0.2473118  | 2.0937584 | -7.0000000 | 5.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 93 | 8.3763441  | 1.3902923 | 5.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 93 | 8.3333333  | 1.5557281 | 1.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 93 | -0.0430108 | 1.6412745 | -8.0000000 | 5.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 92 | 7.8478261  | 1.5040954 | 4.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 92 | 8.2065217  | 1.4183882 | 1.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 92 | 0.3586957  | 1.8432027 | -8.0000000 | 4.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 93 | 6.5483871  | 2.2337146 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 93 | 7.2580645  | 2.3026602 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 93 | 0.7096774  | 2.4653276 | -7.0000000 | 6.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 93 | 7.8279570  | 1.8155348 | 3.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT-DIVRSTY/REQ              | 93 | 8.0107527  | 2.0296424 | 0          | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 93 | 0.1827957  | 2.0480438 | -9.0000000 | 5.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/CUR              | 93 | 8.4838710  | 1.3957459 | 5.0000000  | 10.0000000 |
| 52QUES         | PROM ETHICL PRAC IN OPS/REQ              | 93 | 8.9139785  | 1.7109361 | 1.0000000  | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 93 | 0.4516129  | 0.5003505 | 0          | 1.0000000  |
| ANPOWER        | MANPOWER/HUMAN RES MGMT                  | 93 | 7.9247312  | 1.6761535 | 2.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 92 | 7.7844203  | 1.2892289 | 4.6666667  | 10.0000000 |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 92 | 8.1159420  | 1.4679605 | 1.0000000  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 92 | 0.3315217  | 1.5457008 | -7.6666667 | 3.1666667  |

-----DESIG2=NC-----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 50 | 7.1000000 | 1.7871423 | 3.0000000  | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 50 | 8.7400000 | 1.7821106 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 50 | 1.6400000 | 2.0972285 | -8.0000000 | 7.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 50 | 8.0600000 | 1.5440472 | 5.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 50 | 9.0200000 | 1.7201092 | 0          | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 50 | 0.9600000 | 1.7491689 | -6.0000000 | 5.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 50 | 7.8600000 | 2.1477088 | 1.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 50 | 9.1600000 | 1.4193991 | 3.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 50 | 1.3000000 | 2.1404749 | -5.0000000 | 6.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 50 | 5.6200000 | 2.3723750 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 50 | 8.1400000 | 2.3905426 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 50 | 2.5200000 | 2.8373601 | -6.0000000 | 8.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 50 | 7.6400000 | 1.8599978 | 3.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 50 | 8.8800000 | 1.6738078 | 3.0000000  | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 50 | 1.2400000 | 1.8245491 | -3.0000000 | 7.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/CUR              | 50 | 8.6800000 | 1.4061091 | 5.0000000  | 10.0000000 |
| 52QUES         | PROM ETHICL PRAC IN OPS/REQ              | 50 | 9.7200000 | 0.6712766 | 7.0000000  | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 50 | 0.4600000 | 0.5034574 | 0          | 1.0000000  |
| ANPOWER        | MANPOWER/HUMAN RES MGMT                  | 50 | 8.8600000 | 1.4847524 | 4.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 50 | 7.4933333 | 1.4305383 | 4.5000000  | 9.6666667  |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 50 | 8.9433333 | 1.4160603 | 3.3333333  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 50 | 1.4500000 | 1.5722401 | -3.0000000 | 5.3333333  |

**MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS**

-----DESIG2=OTHER-----

| Variable Label |                              | N | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|------------------------------|---|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR  | 5 | 6.0000000 | 2.4494897 | 3.0000000  | 9.0000000  |
| 47QUES         | MNG CIV PER BY REG PROC/REQ  | 5 | 7.8000000 | 1.4832397 | 6.0000000  | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL | 5 | 1.8000000 | 2.2803509 | -1.0000000 | 5.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR  | 5 | 7.8000000 | 1.6431677 | 5.0000000  | 9.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/REQ  | 5 | 9.0000000 | 1.0000000 | 8.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL | 5 | 1.2000000 | 1.3038405 | 0          | 3.0000000  |

|         |  |   |           |           |            |            |
|---------|--|---|-----------|-----------|------------|------------|
| 49QUES  | EVAL MANPWR STAF NEEDS/CUR               | 4 | 6.7500000 | 2.6299556 | 4.0000000  | 9.0000000  |
| 49QUES  | EVAL MANPWR STAF NEEDS/REQ               | 4 | 8.7500000 | 0.9574271 | 8.0000000  | 10.0000000 |
| 49DELTA | DELTA-EVAL MANPOWER STAFFING NEEDS       | 4 | 2.0000000 | 3.1622777 | -1.0000000 | 6.0000000  |
| 50QUES  | MANAGE LABOR RELATIONS/CUR               | 5 | 4.0000000 | 2.0000000 | 2.0000000  | 7.0000000  |
| 50QUES  | MANAGE LABOR RELATIONS/REQ               | 5 | 6.4000000 | 3.7815341 | 0          | 10.0000000 |
| 50DELTA | DELTA-MANAGE LABOR RELATIONS             | 5 | 2.4000000 | 4.1593269 | -3.0000000 | 8.0000000  |
| 51QUES  | MANG MULTI-CULT DIVRSTY/CUR              | 5 | 6.2000000 | 1.3038405 | 5.0000000  | 8.0000000  |
| 51QUES  | MANG MULTI-CULT DIVRSTY/REQ              | 5 | 7.4000000 | 0.8944272 | 7.0000000  | 9.0000000  |
| 51DELTA | DELTA-MANAGE MULTI-CULT DIVERSITY        | 5 | 1.2000000 | 1.9235384 | -1.0000000 | 4.0000000  |
| 52QUES  | PROM ETHICL PRAC IN OPS/CUR              | 5 | 7.2000000 | 2.1679483 | 4.0000000  | 10.0000000 |
| 52QUES  | PROM ETHICL PRAC IN OPS/REQ              | 5 | 8.6000000 | 0.8944272 | 8.0000000  | 10.0000000 |
| 52DELTA | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 5 | 0.2000000 | 0.4472136 | 0          | 1.0000000  |
| ANPOMER | MANPOWER/HUMAN RES MGMT                  | 5 | 7.4000000 | 2.1908902 | 4.0000000  | 10.0000000 |
| ANAGC   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 4 | 6.1666667 | 1.7533038 | 4.3333333  | 7.6666667  |
| ANAGR   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 4 | 8.0000000 | 1.3810892 | 6.3333333  | 9.5000000  |
| ANDELTA | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 4 | 1.8333333 | 2.7250552 | -1.3333333 | 5.1666667  |

COMMUNICATIONS ISSUES MEANS AND DELTAS

DESIG2=1

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 47 | 8.2765957 | 1.4551577 | 5.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 47 | 9.0638298 | 1.2230442 | 5.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 47 | 0.7872340 | 1.7059508 | -5.0000000 | 4.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 47 | 8.3404255 | 1.4784921 | 4.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 47 | 9.0638298 | 1.2230442 | 5.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 47 | 0.7234043 | 1.7029658 | -5.0000000 | 5.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 47 | 8.2340426 | 1.4327348 | 4.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 47 | 8.9148936 | 1.3804503 | 4.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 47 | 0.6808511 | 1.6695011 | -4.0000000 | 5.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 47 | 8.3617021 | 1.3898003 | 4.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 47 | 9.2340426 | 1.0675605 | 6.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 47 | 0.8723404 | 1.3770956 | -2.0000000 | 5.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 47 | 7.6170213 | 1.8945367 | 0          | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 47 | 8.4680851 | 1.7674726 | 3.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 47 | 0.8510638 | 1.8530671 | -4.0000000 | 5.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 47 | 7.7659574 | 2.0239089 | 0          | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 47 | 8.2765957 | 2.3003036 | 0          | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 47 | 0.5106383 | 1.9986119 | -5.0000000 | 4.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 47 | 8.7446809 | 1.2418094 | 6.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 47 | 9.3191489 | 1.1814967 | 5.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 47 | 0.5744681 | 1.3309800 | -4.0000000 | 3.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 47 | 8.3191489 | 1.3530382 | 5.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 47 | 9.0000000 | 1.6550319 | 2.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 47 | 0.6808511 | 2.0862530 | -7.0000000 | 5.0000000  |
| COMM     | COMMUNICATION                        | 47 | 9.0425532 | 1.7931930 | 2.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 47 | 8.2074468 | 1.1159895 | 5.3750000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 47 | 8.9175532 | 1.1356012 | 5.2500000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 47 | 0.7101064 | 1.3571235 | -3.7500000 | 3.5000000  |

DESIG2=DC

| Variable | Label                            | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|----------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR          | 97 | 8.2886598 | 1.4430780 | 4.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ          | 97 | 9.1340206 | 1.1051854 | 5.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY        | 97 | 0.8453608 | 1.5366373 | -3.0000000 | 5.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR           | 97 | 8.1340206 | 1.3040711 | 5.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ           | 97 | 9.1134021 | 1.0495663 | 6.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK         | 97 | 0.9793814 | 1.3842822 | -2.0000000 | 5.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR          | 97 | 7.5773196 | 1.5931824 | 3.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ          | 97 | 8.9072165 | 1.1372708 | 5.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION | 97 | 1.3298969 | 1.7661260 | -3.0000000 | 7.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR        | 97 | 8.1958763 | 1.3278991 | 5.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ        | 97 | 9.3092784 | 0.9394239 | 6.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY      | 97 | 1.1134021 | 1.4059123 | -2.0000000 | 5.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR       | 97 | 7.3092784 | 1.8048993 | 2.0000000  | 10.0000000 |

|           |                                      |    |           |           |            |            |
|-----------|--------------------------------------|----|-----------|-----------|------------|------------|
| R57QUES   | BLD WORK & SUPRT RELTN/REQ           | 97 | 8.5670103 | 1.1806356 | 5.0000000  | 10.0000000 |
| Q57DELTA  | DELTA-BUILD WORKING & SUPPORT RELAT  | 97 | 1.2577320 | 1.6411273 | -3.0000000 | 5.0000000  |
| C58QUES   | REP ORGN TO EXTRNL GRP/CUR           | 97 | 7.0515464 | 2.0123118 | 1.0000000  | 10.0000000 |
| R58QUES   | REP ORGN TO EXTRNL GRP/REQ           | 97 | 8.1752577 | 1.6138096 | 0          | 10.0000000 |
| Q58DELTA  | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 97 | 1.1237113 | 1.9698653 | -6.0000000 | 8.0000000  |
| C59QUES   | CLIMATE OF OPEN COMM/CUR             | 97 | 8.4329897 | 1.4993555 | 3.0000000  | 10.0000000 |
| R59QUES   | CLIMATE OF OPEN COMM/REQ             | 97 | 9.1340206 | 1.0065294 | 6.0000000  | 10.0000000 |
| Q59DELTA  | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 97 | 0.7010309 | 1.3003601 | -2.0000000 | 5.0000000  |
| C60QUES   | CONDUCT MEETINGS EFF/CUR             | 97 | 7.5670103 | 1.5268924 | 4.0000000  | 10.0000000 |
| R60QUES   | CONDUCT MEETINGS EFF/REQ             | 97 | 8.9072165 | 1.0112129 | 6.0000000  | 10.0000000 |
| Q60DELTA  | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 97 | 1.3402062 | 1.5538031 | -2.0000000 | 5.0000000  |
| COMM      | COMMUNICATION                        | 97 | 8.8144330 | 1.5964146 | 1.0000000  | 10.0000000 |
| COMAGC    | AGGREGATE--COMMUNICATIONS/C          | 97 | 7.8195876 | 1.2020719 | 4.8750000  | 10.0000000 |
| COMAGR    | AGGREGATE--COMMUNICATIONS/R          | 97 | 8.9059278 | 0.8864634 | 5.8750000  | 10.0000000 |
| CONDDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 97 | 1.0863402 | 1.2045596 | -1.6250000 | 4.2500000  |

#### COMMUNICATIONS ISSUES MEANS AND DELTAS

----- DESIG2-MC -----

| Variable  | Label                                | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|-----------|--------------------------------------|-----|-----------|-----------|-------------|------------|
| C53QUES   | WRITING EFFECTIVELY/CUR              | 153 | 8.4444444 | 1.3469697 | 3.0000000   | 10.0000000 |
| R53QUES   | WRITING EFFECTIVELY/REQ              | 154 | 9.1883117 | 1.0892792 | 5.0000000   | 10.0000000 |
| Q53DELTA  | DELTA-WRITING EFFECTIVELY            | 153 | 0.7385621 | 1.3463950 | -4.0000000  | 7.0000000  |
| C54QUES   | POS & NEG FEEDBACK/CUR               | 153 | 7.9150327 | 1.5515176 | 3.0000000   | 10.0000000 |
| R54QUES   | POS & NEG FEEDBACK/REQ               | 154 | 9.1298701 | 1.2351142 | 0           | 10.0000000 |
| Q54DELTA  | DELTA-POS & NEG FEEDBACK             | 153 | 1.2091503 | 1.7831580 | -10.0000000 | 7.0000000  |
| C55QUES   | DELVR EFF ORAL PRES/CUR              | 153 | 7.9869281 | 1.4999427 | 3.0000000   | 10.0000000 |
| R55QUES   | DELVR EFF ORAL PRES/REQ              | 154 | 9.0584416 | 1.0112893 | 5.0000000   | 10.0000000 |
| Q55DELTA  | DELTA-DELV EFF ORAL PRESENTATION     | 153 | 1.0653595 | 1.5289883 | -2.0000000  | 7.0000000  |
| C56QUES   | LISTENING EFFECTIVELY/CUR            | 153 | 8.1503268 | 1.6810525 | 1.0000000   | 10.0000000 |
| R56QUES   | LISTENING EFFECTIVELY/REQ            | 154 | 9.2727273 | 1.0619548 | 3.0000000   | 10.0000000 |
| Q56DELTA  | DELTA-LISTENING EFFECTIVELY          | 153 | 1.1176471 | 1.8243282 | -4.0000000  | 9.0000000  |
| C57QUES   | BLD WORK & SUPRT RELTN/CUR           | 152 | 7.4868421 | 1.9966424 | 0           | 10.0000000 |
| R57QUES   | BLD WORK & SUPRT RELTN/REQ           | 153 | 8.8431373 | 1.4423922 | 0           | 10.0000000 |
| Q57DELTA  | DELTA-BUILD WORKING & SUPPORT RELAT  | 152 | 1.3486842 | 1.9403689 | -4.0000000  | 7.0000000  |
| C58QUES   | REP ORGN TO EXTRNL GRP/CUR           | 153 | 7.5555556 | 2.0611982 | 1.0000000   | 10.0000000 |
| R58QUES   | REP ORGN TO EXTRNL GRP/REQ           | 154 | 8.6103896 | 1.6221977 | 0           | 10.0000000 |
| Q58DELTA  | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 153 | 1.0457516 | 1.8401225 | -4.0000000  | 7.0000000  |
| C59QUES   | CLIMATE OF OPEN COMM/CUR             | 153 | 8.4313725 | 1.3217050 | 5.0000000   | 10.0000000 |
| R59QUES   | CLIMATE OF OPEN COMM/REQ             | 154 | 9.2272727 | 1.0448925 | 5.0000000   | 10.0000000 |
| Q59DELTA  | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 153 | 0.7908497 | 1.2174909 | -1.0000000  | 5.0000000  |
| C60QUES   | CONDUCT MEETINGS EFF/CUR             | 153 | 7.9934641 | 1.4349800 | 4.0000000   | 10.0000000 |
| R60QUES   | CONDUCT MEETINGS EFF/REQ             | 154 | 9.0649351 | 1.1528613 | 3.0000000   | 10.0000000 |
| Q60DELTA  | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 153 | 1.0653595 | 1.4941694 | -3.0000000  | 6.0000000  |
| COMM      | COMMUNICATION                        | 154 | 8.7077922 | 1.8468320 | 2.0000000   | 10.0000000 |
| COMAGC    | AGGREGATE--COMMUNICATIONS/C          | 152 | 8.0049342 | 1.1984297 | 4.7500000   | 10.0000000 |
| COMAGR    | AGGREGATE--COMMUNICATIONS/R          | 153 | 9.0506536 | 0.9289565 | 5.6250000   | 10.0000000 |
| CONDDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 152 | 1.0394737 | 1.1691946 | -1.7500000  | 4.7500000  |

----- DESIG2-MSC\_AH -----

| Variable | Label                            | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|----------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR          | 30 | 8.4333333 | 1.3565507 | 4.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ          | 29 | 8.9310345 | 0.9975339 | 7.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY        | 29 | 0.5517241 | 1.4537195 | -2.0000000 | 5.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR           | 30 | 8.4000000 | 1.3025175 | 5.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ           | 29 | 9.0689655 | 1.0667385 | 6.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK         | 29 | 0.7241379 | 1.5328906 | -2.0000000 | 5.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR          | 30 | 8.3333333 | 1.3978637 | 5.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ          | 29 | 8.9310345 | 1.0327161 | 6.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION | 29 | 0.6551724 | 1.6534782 | -3.0000000 | 5.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR        | 30 | 8.3666667 | 1.2994252 | 5.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ        | 29 | 9.2068966 | 0.9775812 | 6.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY      | 29 | 0.8965517 | 1.3975700 | -2.0000000 | 5.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR       | 30 | 8.0666667 | 1.7796360 | 1.0000000  | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ       | 29 | 8.8275862 | 1.3111872 | 6.0000000  | 10.0000000 |

|          |                                      |    |           |           |            |            |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 29 | 0.8275862 | 1.8335945 | -1.0000000 | 9.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 30 | 7.9666667 | 1.6501480 | 5.0000000  | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 29 | 8.5172414 | 1.5950972 | 4.0000000  | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 29 | 0.6206897 | 1.3205462 | -2.0000000 | 4.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 30 | 8.7000000 | 1.2905492 | 6.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 29 | 9.1379310 | 1.0255360 | 6.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 29 | 0.4827586 | 1.2427127 | -2.0000000 | 4.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 30 | 8.4333333 | 1.3308886 | 6.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 29 | 8.8620690 | 1.0597890 | 6.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 29 | 0.4827586 | 1.1218827 | -2.0000000 | 3.0000000  |
| COMM     | COMMUNICATION                        | 30 | 8.7000000 | 2.2151516 | 1.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 30 | 8.3375000 | 1.1400573 | 4.7500000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 29 | 8.9353448 | 0.9411362 | 6.6250000  | 10.0000000 |
| COMDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 29 | 0.6551724 | 1.1899201 | -1.2500000 | 5.0000000  |

#### COMMUNICATIONS ISSUES MEANS AND DELTAS

----- DESIG2=MSC\_HCA -----

| Variable | Label                                | N  | Mean      | Std Dev    | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|------------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 93 | 8.7526882 | 1.0999596  | 5.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 93 | 9.3763441 | 0.7359404  | 8.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 93 | 0.6236559 | 1.1412615  | -2.0000000 | 4.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 93 | 8.3870968 | 1.2071549  | 5.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 93 | 9.1612903 | 0.9474258  | 5.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 93 | 0.7741935 | 1.2347243  | -3.0000000 | 4.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 93 | 8.4408602 | 1.306021   | 4.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 93 | 9.2258065 | 0.9794523  | 5.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORA' PRESENTATION     | 93 | 0.7849462 | 1.5169296  | -2.0000000 | 6.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 93 | 8.3440860 | 1.5071902  | 3.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 93 | 9.3870968 | 0.8474034  | 7.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 93 | 1.0430108 | 1.6610236  | -2.0000000 | 6.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTH/CUR           | 93 | 7.9139785 | 1.5226972  | 3.0000000  | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTH/REQ           | 93 | 8.7956989 | 1.2296972  | 4.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 93 | 0.8817204 | 1.6930129  | -3.0000000 | 6.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 93 | 8.2150538 | 1.52460782 | 3.0000000  | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 93 | 8.8817204 | 1.2234081  | 4.0000000  | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 93 | 0.6666667 | 1.6038902  | -3.0000000 | 6.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 93 | 8.7741935 | 1.1527758  | 6.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 93 | 9.2688172 | 0.8614924  | 6.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 93 | 0.4946237 | 1.1852688  | -2.0000000 | 4.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 92 | 8.3152174 | 1.2918115  | 5.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 93 | 9.0322581 | 0.9606566  | 6.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 92 | 0.7173913 | 1.2866695  | -3.0000000 | 4.0000000  |
| COMM     | COMMUNICATION                        | 93 | 8.7956989 | 1.8448468  | 1.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 92 | 8.3994565 | 0.9693516  | 6.1250000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 93 | 9.1411290 | 0.7214272  | 7.2500000  | 10.0000000 |
| COMDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 92 | 0.7377717 | 1.0637412  | -2.0000000 | 3.2500000  |

----- DESIG2=NC -----

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR             | 50 | 8.5000000 | 1.2330483 | 5.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ             | 50 | 9.6000000 | 0.6388766 | 8.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY           | 50 | 1.1000000 | 1.2657175 | -1.0000000 | 4.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR              | 50 | 8.7400000 | 1.0843977 | 7.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ              | 50 | 9.6200000 | 0.7795865 | 7.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK            | 50 | 0.8800000 | 1.1364104 | -1.0000000 | 3.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR             | 50 | 8.0200000 | 1.5049578 | 4.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ             | 50 | 9.4600000 | 1.0343094 | 6.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION    | 50 | 1.4400000 | 1.5670068 | -2.0000000 | 5.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR           | 50 | 8.7600000 | 1.3180072 | 5.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ           | 50 | 9.8400000 | 0.4677344 | 8.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY         | 50 | 1.0800000 | 1.3223356 | 0          | 5.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTH/CUR          | 50 | 7.8800000 | 1.9654153 | 3.0000000  | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTH/REQ          | 50 | 9.5400000 | 0.8134080 | 7.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT | 50 | 1.6600000 | 1.9336969 | 0          | 7.0000000  |

|          |                                      |    |           |           |            |            |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 50 | 8.2000000 | 1.6035675 | 4.0000000  | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 50 | 9.2800000 | 1.2295677 | 5.0000000  | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 50 | 1.0800000 | 1.6142225 | -2.0000000 | 6.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 50 | 8.9200000 | 1.1752551 | 6.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 50 | 9.7600000 | 0.5910903 | 8.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 50 | 0.8400000 | 1.0758955 | -1.0000000 | 4.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 50 | 8.5600000 | 1.2480188 | 6.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 50 | 9.5000000 | 1.0151907 | 5.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 50 | 0.9400000 | 1.0956314 | -1.0000000 | 4.0000000  |
| COMM     | COMMUNICATION                        | 50 | 9.0400000 | 1.7838276 | 3.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 50 | 8.4475000 | 1.0467668 | 6.1250000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 50 | 9.5750000 | 0.6045111 | 7.5000000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 50 | 1.1275000 | 0.9908671 | -0.1250000 | 2.8750000  |

#### COMMUNICATIONS ISSUES MEANS AND DELTAS

----- DESIGN2=OTHER -----

| Variable | Label                                | N | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|---|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 5 | 8.8000000 | 1.0954451 | 8.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 5 | 9.0000000 | 1.4142136 | 7.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 5 | 0.2000000 | 1.0954451 | -1.0000000 | 2.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 5 | 7.4000000 | 1.5165751 | 5.0000000  | 9.0000000  |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 5 | 9.4000000 | 0.8944272 | 8.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 5 | 2.0000000 | 0.7071068 | 1.0000000  | 3.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 5 | 8.6000000 | 0.8944272 | 8.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 5 | 8.8000000 | 1.3038405 | 7.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 5 | 0.2000000 | 1.0954451 | -1.0000000 | 2.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 5 | 7.0000000 | 1.0000000 | 6.0000000  | 8.0000000  |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 5 | 9.4000000 | 0.8944272 | 8.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 5 | 2.4000000 | 1.1401754 | 1.0000000  | 4.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 5 | 7.4000000 | 1.1401754 | 6.0000000  | 9.0000000  |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 5 | 8.6000000 | 0.5477226 | 8.0000000  | 9.0000000  |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 5 | 1.2000000 | 1.0954451 | 0          | 3.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 5 | 7.8000000 | 1.3038405 | 6.0000000  | 9.0000000  |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 5 | 8.2000000 | 0.8366660 | 7.0000000  | 9.0000000  |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 5 | 0.4000000 | 1.5165751 | -1.0000000 | 3.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 5 | 8.0000000 | 0.7071068 | 7.0000000  | 9.0000000  |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 5 | 9.0000000 | 1.0000000 | 8.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 5 | 1.0000000 | 0.7071068 | 0          | 2.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 5 | 7.8000000 | 0.4472136 | 7.0000000  | 8.0000000  |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 5 | 9.0000000 | 1.0000000 | 8.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 5 | 1.2000000 | 1.0954451 | 0          | 2.0000000  |
| COMM     | COMMUNICATION                        | 5 | 8.0000000 | 1.7071068 | 7.0000000  | 9.0000000  |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 5 | 7.8500000 | 0.7974569 | 7.0000000  | 8.7500000  |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 5 | 8.9250000 | 0.8551316 | 7.8750000  | 9.7500000  |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 5 | 1.0750000 | 0.8319781 | 0.3750000  | 2.5000000  |

#### FINANCIAL MANAGEMENT MEANS AND DELTAS

----- RANK1# / -----

| Variable | Label                               | N | Mean       | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|---|------------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMNTS/CUR          | 3 | 4.6666667  | 2.5166115 | 2.0000000  | 7.0000000  |
| R1QUES   | INTERP FINAN STATEMNTS/REQ          | 3 | 7.0000000  | 2.6457513 | 4.0000000  | 9.0000000  |
| Q1DELTA  | DELTA-INTERP FINAN STATEMNTS        | 3 | 2.3333333  | 0.5773503 | 2.0000000  | 3.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 3 | 5.3333333  | 1.5275252 | 4.0000000  | 7.0000000  |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 3 | 7.0000000  | 2.6457513 | 4.0000000  | 9.0000000  |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 3 | 1.6666667  | 2.5166115 | -1.0000000 | 4.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 3 | 6.0000000  | 1.0000000 | 5.0000000  | 7.0000000  |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 3 | 5.6666667  | 2.0816660 | 4.0000000  | 8.0000000  |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 3 | -0.3333333 | 1.1547005 | -1.0000000 | 1.0000000  |
| C4QUES   | RES MGMT ADV & DRMBK/CUR            | 3 | 4.0000000  | 2.6457513 | 2.0000000  | 7.0000000  |
| R4QUES   | RES MGMT ADV & DRMBK/REQ            | 3 | 6.6666667  | 3.0550505 | 4.0000000  | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 3 | 2.6666667  | 0.5773503 | 2.0000000  | 3.0000000  |
| C5QUES   | MAX BEN FRM REIMBR/CUR              | 3 | 4.6666667  | 1.5275252 | 3.0000000  | 6.0000000  |
| R5QUES   | MAX BEN FRM REIMBR/REQ              | 3 | 7.3333333  | 3.0550505 | 4.0000000  | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FRM REIMBR            | 3 | 2.6666667  | 3.2145503 | -1.0000000 | 5.0000000  |

|          |                                 |   |           |           |            |            |
|----------|---------------------------------|---|-----------|-----------|------------|------------|
| C6QUES   | WORK W/PROCUREMENT SYS/CUR      | 3 | 5.0000000 | 1.0000000 | 4.0000000  | 6.0000000  |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ      | 3 | 6.3333333 | 2.0816660 | 4.0000000  | 8.0000000  |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM | 3 | 1.3333333 | 1.1547005 | 0          | 2.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR        | 3 | 6.6666667 | 1.1547005 | 6.0000000  | 8.0000000  |
| R7QUES   | COST-BENFT ANAL TECH/REQ        | 3 | 6.6666667 | 3.0550505 | 4.0000000  | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH    | 3 | 0         | 2.0000000 | -2.0000000 | 2.0000000  |
| FINMGMT  | FINANCIAL/RESOURCE MGMT         | 3 | 7.6666667 | 1.5275252 | 6.0000000  | 9.0000000  |
| FINAGC   | AGGREGATE--FINANCIAL/C          | 3 | 5.1904762 | 1.4591956 | 4.1428571  | 6.8571429  |
| FINAGR   | AGGREGATE--FINANCIAL/R          | 3 | 6.6666667 | 2.5767141 | 4.0000000  | 9.1428571  |
| FINDELTA | AGGREGATE DELTA--FINANCIAL      | 3 | 1.4761905 | 1.4021364 | -0.1428571 | 2.2857143  |

----- RANK1=ADM -----

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 10 | 8.1000000 | 1.7288403 | 5.0000000  | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 10 | 8.9000000 | 1.4491377 | 6.0000000  | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 10 | 0.8000000 | 2.0439613 | -2.0000000 | 5.0000000  |
| C2QUES   | RECOG FUNDING SOURCES/CUR           | 10 | 8.0000000 | 1.4907120 | 6.0000000  | 10.0000000 |
| R2QUES   | RECOG FUNDING SOURCES/REQ           | 10 | 8.9000000 | 1.1005049 | 7.0000000  | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 10 | 0.9000000 | 1.5951315 | -2.0000000 | 3.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 10 | 8.5000000 | 1.4337209 | 6.0000000  | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 10 | 9.2000000 | 1.0327956 | 7.0000000  | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 10 | 0.7000000 | 1.8287822 | -2.0000000 | 4.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 10 | 7.7000000 | 2.2135944 | 3.0000000  | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 10 | 9.3000000 | 0.8232726 | 8.0000000  | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 10 | 1.6000000 | 2.0110804 | 0          | 6.0000000  |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 10 | 7.2000000 | 2.0439613 | 3.0000000  | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 10 | 8.7000000 | 1.5670212 | 5.0000000  | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 10 | 1.5000000 | 2.3687784 | -2.0000000 | 6.0000000  |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 10 | 6.0000000 | 1.8257419 | 3.0000000  | 8.0000000  |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 10 | 7.4000000 | 1.6465452 | 5.0000000  | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 10 | 1.4000000 | 2.2211108 | -2.0000000 | 6.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 10 | 8.0000000 | 1.4142136 | 5.0000000  | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 10 | 9.0000000 | 1.0540926 | 7.0000000  | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 10 | 1.0000000 | 1.2472191 | -1.0000000 | 3.0000000  |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 10 | 8.7000000 | 1.0593499 | 7.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 10 | 7.6428571 | 1.1591106 | 5.8571429  | 9.2857143  |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 10 | 8.7714286 | 0.8603176 | 7.0000000  | 9.8571429  |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 10 | 1.1285714 | 1.4434935 | -1.2857143 | 3.1428571  |

FINANCIAL MANAGEMENT MEANS AND DELTAS

----- RANK1=CAPT -----

| Variable | Label                               | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|-----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 310 | 5.3709677 | 2.3430257 | 0          | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 311 | 7.3954984 | 1.8598939 | 0          | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 309 | 2.0194175 | 2.3712862 | -5.0000000 | 8.0000000  |
| C2QUES   | RECOG FUNDING SOURCES/CUR           | 311 | 5.9003215 | 2.4938052 | 0          | 10.0000000 |
| R2QUES   | RECOG FUNDING SOURCES/REQ           | 312 | 7.9711538 | 1.7539486 | 0          | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 311 | 2.0836013 | 2.4833811 | -5.0000000 | 8.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 311 | 5.6623794 | 2.4948656 | 0          | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 311 | 7.6237942 | 2.1349503 | 0          | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 310 | 1.9548387 | 2.6214004 | -6.0000000 | 8.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 308 | 5.0616883 | 2.6841481 | 0          | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 308 | 7.2532468 | 2.7692158 | 0          | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 307 | 2.1986971 | 2.6769895 | -7.0000000 | 10.0000000 |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 306 | 4.2843137 | 2.9433252 | 0          | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 306 | 6.4509804 | 3.0286959 | 0          | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 305 | 2.1672131 | 2.9303719 | -6.0000000 | 10.0000000 |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 310 | 4.6064516 | 2.5030642 | 0          | 10.0000000 |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 312 | 6.6217949 | 2.3444343 | 0          | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 310 | 2.0258065 | 2.6826746 | -5.0000000 | 10.0000000 |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 311 | 5.4469453 | 2.6352906 | 0          | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 312 | 7.2660256 | 2.2631679 | 0          | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 311 | 1.8295820 | 2.6126046 | -9.0000000 | 10.0000000 |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 312 | 7.9102564 | 1.6566025 | 1.0000000  | 10.0000000 |

|          |                            |     |           |           |            |            |
|----------|----------------------------|-----|-----------|-----------|------------|------------|
| FINAGC   | AGGREGATE--FINANCIAL/C     | 304 | 5.2039476 | 2.1354170 | 0.1428571  | 10.0000000 |
| FINAGR   | AGGREGATE--FINANCIAL/R     | 305 | 7.2351288 | 1.8895338 | 0          | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL | 302 | 2.0293283 | 2.2381330 | -4.5714286 | 8.0000000  |

----- RANK1=CDR -----

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|-------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 96 | 5.1666667 | 2.6543576 | 0           | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 96 | 7.3750000 | 1.8310193 | 3.0000000   | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 96 | 2.2083333 | 2.9232882 | -5.0000000  | 8.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 96 | 5.5416667 | 2.7257705 | 0           | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 96 | 7.8854167 | 1.7282166 | 2.0000000   | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 96 | 2.3437500 | 2.8684422 | -3.0000000  | 10.0000000 |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 96 | 5.1770833 | 2.8022352 | 0           | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 96 | 7.4166667 | 2.0399518 | 0           | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 96 | 2.2395833 | 2.9549060 | -5.0000000  | 10.0000000 |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 96 | 4.9687500 | 2.4211921 | 0           | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 96 | 7.2395833 | 2.5823074 | 0           | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 96 | 2.2708333 | 3.0658704 | -10.0000000 | 10.0000000 |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 95 | 4.5052632 | 3.0172331 | 0           | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 95 | 6.6210526 | 3.0183092 | 0           | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 95 | 2.1157895 | 3.4328301 | -10.0000000 | 10.0000000 |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 96 | 4.4479167 | 2.7100973 | 0           | 10.0000000 |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 96 | 6.6979167 | 2.1770080 | 2.0000000   | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 96 | 2.2500000 | 3.2927352 | -7.0000000  | 10.0000000 |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 96 | 5.6979167 | 2.8621662 | 0           | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 96 | 7.5520833 | 2.1169481 | 0           | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 96 | 1.8541667 | 3.1754955 | -8.0000000  | 10.0000000 |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 96 | 7.9479167 | 1.8027452 | 1.0000000   | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 95 | 5.0796992 | 2.3965089 | 0.1428571   | 10.0000000 |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 95 | 7.2696241 | 1.7151680 | 2.1428571   | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 95 | 2.1699248 | 2.6919812 | -5.5714286  | 9.5714286  |

----- FINANCIAL MANAGEMENT MEANS AND DELTAS -----

----- RANK1=LCDR -----

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 44 | 4.6818182 | 2.7430481 | 0          | 9.0000000  |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 43 | 7.2558140 | 1.7333291 | 3.0000000  | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 43 | 2.4883721 | 2.4531039 | -3.0000000 | 7.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 44 | 4.8636366 | 2.8168175 | 0          | 9.0000000  |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 43 | 7.8837209 | 1.5767553 | 3.0000000  | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 43 | 2.9302326 | 2.6938674 | -2.0000000 | 9.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 44 | 4.7727273 | 3.0105523 | 0          | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 43 | 7.5348837 | 1.6087386 | 2.0000000  | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 43 | 2.6511628 | 2.6266375 | -3.0000000 | 8.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 44 | 5.1363636 | 2.5112853 | 0          | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 43 | 7.9302326 | 1.6958682 | 2.0000000  | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 43 | 2.7209302 | 2.2208752 | -1.0000000 | 8.0000000  |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 44 | 4.6818182 | 2.7515131 | 0          | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 43 | 7.4418605 | 2.2918315 | 2.0000000  | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 43 | 2.6511628 | 2.8940310 | -5.0000000 | 8.0000000  |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 44 | 4.3863636 | 2.8219728 | 0          | 9.0000000  |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 43 | 7.3953488 | 1.7880494 | 3.0000000  | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 43 | 3.0465116 | 2.8946049 | -3.0000000 | 8.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 44 | 5.3863636 | 2.5262888 | 0          | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 43 | 7.6046512 | 2.1059952 | 2.0000000  | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 43 | 2.2325581 | 2.5055862 | -3.0000000 | 7.0000000  |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 44 | 7.9545455 | 1.9523932 | 2.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 44 | 4.8441558 | 2.3491646 | 0.2857143  | 9.1428571  |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 43 | 7.5780731 | 1.4076542 | 4.4285714  | 9.8571429  |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 43 | 2.6744186 | 2.1192178 | -1.0000000 | 7.4228571  |

----- RANK1=OTHER -----

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 11 | 5.0000000 | 2.8635642 | 1.0000000  | 9.0000000  |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 11 | 6.6363636 | 1.5015144 | 4.0000000  | 9.0000000  |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 11 | 1.6363636 | 3.4430431 | -3.0000000 | 8.0000000  |
| C2QUES   | RECOG FUNDING SOURCES/CUR           | 11 | 4.0000000 | 2.6832816 | 1.0000000  | 8.0000000  |
| R2QUES   | RECOG FUNDING SOURCES/REQ           | 11 | 7.2727273 | 1.4206273 | 5.0000000  | 9.0000000  |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 11 | 3.2727273 | 3.4085454 | -3.0000000 | 8.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 11 | 3.3636364 | 3.0090772 | 0          | 9.0000000  |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 11 | 6.7272727 | 1.6787641 | 5.0000000  | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 11 | 3.3636364 | 3.2946237 | -1.0000000 | 9.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 11 | 4.0000000 | 2.6832816 | 0          | 8.0000000  |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 11 | 6.5454545 | 2.5831623 | 1.0000000  | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 11 | 2.5454545 | 3.1420896 | -1.0000000 | 10.0000000 |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 11 | 3.8181818 | 3.1246818 | 0          | 9.0000000  |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 11 | 5.0909091 | 3.5903912 | 0          | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 11 | 1.2727273 | 3.4377583 | -5.0000000 | 7.0000000  |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 11 | 3.8181818 | 3.1565228 | 0          | 8.0000000  |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 11 | 5.5454545 | 3.1420896 | 0          | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 11 | 1.7272727 | 3.5239441 | -3.0000000 | 9.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 11 | 4.7272727 | 3.2277208 | 0          | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 11 | 7.0000000 | 2.7928480 | 0          | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 11 | 2.2727273 | 3.0030288 | 0          | 9.0000000  |
| FINMNGT  | FINANCIAL/RESOURCE MGMT             | 11 | 7.6363636 | 1.7477258 | 4.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 11 | 4.1038961 | 2.5047636 | 1.1428571  | 7.7142857  |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 11 | 6.4025974 | 1.7294781 | 3.7142857  | 9.4285714  |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 11 | 2.2987013 | 2.9921356 | -1.0000000 | 8.2857143  |

#### PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS

----- RANK1=\*

| Variable | Label                                | N | Mean       | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|---|------------|-----------|------------|------------|
| C8QUES   | MANGNG PLANNING PROCS/CUR            | 3 | 6.0000000  | 3.4641016 | 2.0000000  | 8.0000000  |
| R8QUES   | MANGNG PLANNING PROCS/REQ            | 3 | 7.0000000  | 2.6457513 | 4.0000000  | 9.0000000  |
| Q8DELTA  | DELTA-MANAGING PLANNING PROCS        | 3 | 1.0000000  | 1.0000000 | 0          | 2.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 3 | 6.6666667  | 0.5773503 | 6.0000000  | 7.0000000  |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 3 | 7.6666667  | 3.2145503 | 4.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 3 | 1.0000000  | 2.6457513 | -2.0000000 | 3.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 3 | 6.6666667  | 1.5275252 | 5.0000000  | 8.0000000  |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 3 | 6.6666667  | 2.3094011 | 4.0000000  | 8.0000000  |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 3 | 0          | 1.0000000 | -1.0000000 | 1.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 3 | 7.6666667  | 2.5166115 | 5.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 3 | 7.3333333  | 3.0550505 | 4.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 3 | -0.3333333 | 2.0816660 | -2.0000000 | 2.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 3 | 7.6666667  | 0.5773503 | 7.0000000  | 8.0000000  |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 3 | 8.6666667  | 2.3094011 | 6.0000000  | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 3 | 1.0000000  | 2.6457513 | -2.0000000 | 3.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 3 | 8.3333333  | 2.0816660 | 6.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 3 | 6.9333333  | 1.5534907 | 5.2000000  | 8.2000000  |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 3 | 7.4666667  | 2.6857649 | 4.4000000  | 9.4000000  |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 3 | 0.5333333  | 1.4047538 | -0.8000000 | 2.0000000  |

----- RANK1=ADM

| Variable | Label                             | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-----------------------------------|----|-----------|-----------|------------|------------|
| C8QUES   | MANGNG PLANNING PROCS/CUR         | 10 | 7.4000000 | 1.3498971 | 6.0000000  | 9.0000000  |
| R8QUES   | MANGNG PLANNING PROCS/REQ         | 10 | 9.0000000 | 0.9428090 | 8.0000000  | 10.0000000 |
| Q8DELTA  | DELTA-MANAGING PLANNING PROCS     | 10 | 1.6000000 | 1.4298407 | -1.0000000 | 4.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR         | 10 | 7.2000000 | 1.3165612 | 5.0000000  | 9.0000000  |
| R9QUES   | METHODS EVAL PROGRAMS/REQ         | 10 | 8.7700000 | 0.8232722 | 8.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS       | 10 | 1.5000000 | 1.5092309 | -1.0000000 | 4.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR       | 10 | 7.2000000 | 1.6865481 | 5.0000000  | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ       | 10 | 8.6000000 | 0.9660918 | 7.0000000  | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS | 10 | 1.4000000 | 1.5055453 | 0          | 4.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR        | 10 | 8.4000000 | 0.8432740 | 7.0000000  | 10.0000000 |

|          |                                      |    |           |           |            |            |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 10 | 9.0000000 | 0.8164966 | 8.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 10 | 0.6000000 | 1.1737878 | -1.0000000 | 3.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 10 | 9.3000000 | 0.8232726 | 8.0000000  | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 10 | 9.5000000 | 0.7071068 | 8.0000000  | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 10 | 0.2000000 | 1.1352924 | -2.0000000 | 2.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 10 | 8.5000000 | 0.7071068 | 8.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 10 | 7.9000000 | 0.8602325 | 6.6000000  | 9.0000000  |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 10 | 8.9600000 | 0.6586181 | 8.0000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 10 | 1.0600000 | 1.1197222 | -1.0000000 | 2.6000000  |

PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS

----- RANK1=CAPT -----

| Variable | Label                                | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|-----|-----------|-----------|------------|------------|
| C9QUES   | MANGNG PLANNING PROCS/CUR            | 311 | 5.6161479 | 2.3784637 | 0          | 10.0000000 |
| R9QUES   | MANGNG PLANNING PROCS/REQ            | 312 | 7.6891026 | 1.8933315 | 0          | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS        | 311 | 2.0900322 | 2.3164761 | -5.0000000 | 9.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 311 | 6.0160772 | 2.2979090 | 0          | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 312 | 7.8685897 | 1.7270425 | 0          | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 311 | 1.8649518 | 2.1822805 | -4.0000000 | 8.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 311 | 5.2411576 | 2.4645311 | 0          | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 310 | 7.4548387 | 1.9974642 | 0          | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 309 | 2.2038835 | 2.4229392 | -6.0000000 | 10.0000000 |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 311 | 7.2958199 | 1.8270235 | 1.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 312 | 8.5000000 | 1.5755365 | 2.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 311 | 1.2186495 | 1.8536205 | -5.0000000 | 7.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 308 | 7.5551948 | 2.1492076 | 0          | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 310 | 8.3483871 | 1.8973446 | 0          | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 308 | 0.8019481 | 1.9159189 | -7.0000000 | 10.0000000 |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 312 | 7.9134615 | 1.4794014 | 2.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 308 | 6.3512987 | 1.8565050 | 1.0000000  | 10.0000000 |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 308 | 7.9857143 | 1.4930208 | 1.0000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 306 | 1.6392157 | 1.7890829 | -4.8000000 | 7.4000000  |

----- RANK1=CDR -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|-------------|------------|
| C9QUES   | MANGNG PLANNING PROCS/CUR            | 96 | 5.5104167 | 2.4920708 | 0           | 10.0000000 |
| R9QUES   | MANGNG PLANNING PROCS/REQ            | 96 | 7.5208333 | 1.9027911 | 3.0000000   | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS        | 96 | 2.0104167 | 2.6297680 | -4.0000000  | 8.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 96 | 6.0520833 | 2.2728132 | 0           | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 96 | 7.8750000 | 1.6108187 | 3.0000000   | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 96 | 1.8229167 | 2.4920708 | -6.0000000  | 9.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 96 | 5.0937500 | 2.5673174 | 0           | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 96 | 7.4895833 | 2.0672626 | 0           | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 96 | 2.3958333 | 2.7814391 | -3.0000000  | 9.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 96 | 6.9895833 | 2.1545291 | 1.0000000   | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 96 | 8.5937500 | 1.3024521 | 5.0000000   | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 96 | 1.6041667 | 2.0544133 | -3.0000000  | 9.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 96 | 7.6770833 | 2.0078519 | 3.0000000   | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 96 | 8.4166667 | 1.9121036 | 0           | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 96 | 0.7395833 | 2.1287248 | -10.0000000 | 6.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 96 | 7.8020833 | 1.8502904 | 2.0000000   | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 96 | 6.2645833 | 1.9339613 | 1.4000000   | 9.5000000  |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 96 | 7.9791667 | 1.3763351 | 3.8000000   | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 96 | 1.7145833 | 1.9889685 | -3.2000000  | 6.5000000  |

PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS

----- RANK1=LCDR -----

| Variable | Label                     | N  | Mean      | Std Dev   | Minimum   | Maximum    |
|----------|---------------------------|----|-----------|-----------|-----------|------------|
| C9QUES   | MANGNG PLANNING PROCS/CUR | 44 | 5.4318182 | 2.8805501 | 0         | 10.0000000 |
| R9QUES   | MANGNG PLANNING PROCS/REQ | 43 | 7.6976744 | 1.5512650 | 3.0000000 | 10.0000000 |

|          |                                      |    |           |           |            |            |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| Q8DELTA  | DELTA-MANAGING PLANNING PROCS        | 43 | 2.3488372 | 2.5249585 | -2.0000000 | 8.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 44 | 5.8181818 | 2.5542735 | 0          | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 43 | 7.7906977 | 1.3897266 | 5.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 43 | 2.0697674 | 2.0283156 | -2.0000000 | 7.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 44 | 5.5454545 | 2.8648190 | 0          | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 43 | 7.7209302 | 1.6231302 | 3.0000000  | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 43 | 2.2558140 | 2.6012179 | -2.0000000 | 7.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 44 | 6.7954545 | 1.8749207 | 2.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 43 | 8.3488372 | 1.5100256 | 3.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 43 | 1.6279070 | 2.1159626 | -6.0000000 | 7.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 44 | 7.3409091 | 2.4959799 | 1.0000000  | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 43 | 8.6976744 | 1.1450698 | 6.0000000  | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 43 | 1.4186047 | 2.0497684 | -3.0000000 | 5.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 44 | 8.0000000 | 1.5249857 | 3.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 44 | 6.1863636 | 2.3233487 | 1.4000000  | 10.0000000 |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 43 | 8.0511628 | 1.1356500 | 5.6000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 43 | 1.9441860 | 1.9597500 | -2.0000000 | 6.6000000  |

----- RANK1=OTHER -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C8QUES   | MANGNG PLANNING PROCS/CUR            | 11 | 4.6363636 | 2.9418609 | 0          | 8.0000000  |
| R8QUES   | MANGNG PLANNING PROCS/REQ            | 11 | 6.6363636 | 2.2922795 | 1.0000000  | 9.0000000  |
| Q8DELTA  | DELTA-MANGNG PLANNING PROCS          | 11 | 2.0000000 | 2.5690465 | -1.0000000 | 7.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 11 | 5.7272727 | 2.5725827 | 1.0000000  | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 11 | 7.4545455 | 1.0357255 | 5.0000000  | 9.0000000  |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 11 | 1.7272727 | 2.7236339 | -2.0000000 | 6.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 11 | 4.4545455 | 2.9107950 | 0          | 7.0000000  |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 11 | 6.2727273 | 2.6866674 | 0          | 9.0000000  |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 11 | 1.8181818 | 2.3159526 | -1.0000000 | 6.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 11 | 7.1818182 | 1.4709304 | 5.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 11 | 8.1818182 | 1.0787198 | 6.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 11 | 1.0000000 | 1.7320508 | -1.0000000 | 5.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 11 | 6.7272727 | 2.1019471 | 3.0000000  | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 11 | 7.8181818 | 1.5374122 | 5.0000000  | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 11 | 1.0909091 | 2.5081685 | -1.0000000 | 7.0000000  |
| PROGRAM  | PROGRAM_PLANNING & EVAL              | 11 | 7.5454545 | 1.5075567 | 5.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 11 | 5.7654545 | 1.9881467 | 2.4000000  | 8.8000000  |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 11 | 7.2727273 | 1.3748388 | 4.8000000  | 9.4000000  |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 11 | 1.5272727 | 2.1415373 | -0.6000000 | 6.2000000  |

DECISION MAKING MEANS AND DELTAS

----- RANK1='' -----

| Variable | Label                                 | N | Mean       | Std Dev   | Minimum    | Maximum    |
|----------|---------------------------------------|---|------------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 3 | 7.3333333  | 0.5773503 | 7.0000000  | 8.0000000  |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 3 | 8.0000000  | 2.6457513 | 5.0000000  | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO               | 3 | 0.6666667  | 2.5166115 | -2.0000000 | 3.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR            | 3 | 7.3333333  | 0.5773503 | 7.0000000  | 8.0000000  |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ            | 3 | 8.6666667  | 1.5275252 | 7.0000000  | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHR DECSN MAKING          | 3 | 1.3333333  | 1.5275252 | 0          | 3.0000000  |
| C15QUES  | DECISN MAKING TECH/CUR                | 3 | 8.3333333  | 0.5773503 | 8.0000000  | 9.0000000  |
| R15QUES  | DECISN MAKING TECH/REQ                | 3 | 8.0000000  | 2.0000000 | 6.0000000  | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES        | 3 | -0.3333333 | 2.0816660 | -2.0000000 | 2.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 3 | 5.6666667  | 2.5166115 | 3.0000000  | 8.0000000  |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 3 | 7.3333333  | 3.0550505 | 4.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 3 | 1.6666667  | 0.5773503 | 1.0000000  | 2.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 3 | 6.6666667  | 1.1547005 | 6.0000000  | 8.0000000  |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 3 | 6.6666667  | 2.3094011 | 4.0000000  | 8.0000000  |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 3 | 0          | 2.0000000 | -2.0000000 | 2.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 3 | 6.0000000  | 1.0000000 | 5.0000000  | 7.0000000  |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 3 | 6.6666667  | 2.3094011 | 4.0000000  | 8.0000000  |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHNS | 3 | 0.6666667  | 3.2145503 | -3.0000000 | 3.0000000  |
| C19QUES  | NW INFO SYS DESIGNED/CUR              | 3 | 4.6666667  | 1.5275252 | 3.0000000  | 6.0000000  |
| R19QUES  | NW INFO SYS DESIGNED/REQ              | 3 | 7.0000000  | 2.6457513 | 4.0000000  | 9.0000000  |
| Q19DELTA | DELTA-NW INFO SYSTEMS ARE DESIGNED    | 3 | 2.3333333  | 1.1547005 | 1.0000000  | 3.0000000  |

|          |                                       |   |           |           |            |            |
|----------|---------------------------------------|---|-----------|-----------|------------|------------|
| C20QUES  | ANALYZE RISK & ALT/CUR                | 3 | 6.3333333 | 1.5275252 | 5.0000000  | 8.0000000  |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 3 | 7.6666667 | 2.5166115 | 5.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 3 | 1.3333333 | 2.0816660 | -1.0000000 | 3.0000000  |
| DECISION | DECISION MAKING/PROBLN SOLV           | 3 | 8.3333333 | 0.5773503 | 8.0000000  | 9.0000000  |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 3 | 6.5416667 | 0.6884463 | 5.8750000  | 7.2500000  |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 3 | 7.5000000 | 2.2946950 | 4.8750000  | 9.1250000  |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 3 | 0.9583333 | 1.6971177 | -1.0000000 | 2.0000000  |

----- RANK1=ADM -----

| Variable | Label                                 | N  | Mean       | Std Dev   | Minimum    | Maximum    |
|----------|---------------------------------------|----|------------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 10 | 8.9000000  | 0.9944289 | 7.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 10 | 9.4000000  | 0.6992059 | 8.0000000  | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO               | 10 | 0.5000000  | 1.3540064 | -2.0000000 | 3.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR            | 9  | 9.4444444  | 0.5270463 | 9.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ            | 9  | 9.2222222  | 0.9718253 | 8.0000000  | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING         | 9  | -0.2222222 | 1.2018504 | -2.0000000 | 1.0000000  |
| C15QUES  | DECISN MAKNG TECH/CUR                 | 10 | 8.1000000  | 1.1005049 | 7.0000000  | 10.0000000 |
| R15QUES  | DECISN MAKNG TECH/REQ                 | 10 | 8.9000000  | 0.8755950 | 8.0000000  | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES        | 10 | 0.8000000  | 1.3984118 | -2.0000000 | 3.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 10 | 6.9000000  | 1.8529256 | 5.0000000  | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 10 | 8.8000000  | 1.0327956 | 7.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 10 | 1.9000000  | 1.9119507 | -2.0000000 | 4.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 10 | 7.1000000  | 1.8529256 | 5.0000000  | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 10 | 8.7000000  | 0.8232726 | 8.0000000  | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 10 | 1.6000000  | 1.6465452 | -2.0000000 | 4.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 10 | 7.2000000  | 1.8135294 | 5.0000000  | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 10 | 8.2000000  | 0.9189366 | 7.0000000  | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 10 | 1.0000000  | 1.4142136 | -2.0000000 | 3.0000000  |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 10 | 6.6000000  | 2.3664319 | 4.0000000  | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 10 | 8.2000000  | 1.1352924 | 7.0000000  | 10.0000000 |
| Q19DELTA | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 10 | 1.6000000  | 1.7763883 | -2.0000000 | 3.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 10 | 8.3000000  | 1.2516656 | 6.0000000  | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 10 | 8.8000000  | 0.7888106 | 8.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 10 | 0.5000000  | 1.1785113 | -2.0000000 | 2.0000000  |
| DECISION | DECISION MAKING/PROBLN SOLV           | 10 | 8.7000000  | 0.6749486 | 8.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 9  | 7.8750000  | 1.3607213 | 6.3750000  | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 9  | 8.7222222  | 0.6925321 | 8.0000000  | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 9  | 0.8472222  | 1.2465229 | -2.0000000 | 2.1250000  |

#### DECISION MAKING MEANS AND DELTAS

----- RANK1=CAPT -----

| Variable | Label                                | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|-----|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                | 311 | 7.7427653 | 1.6098700 | 2.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                | 312 | 8.7724359 | 1.2740837 | 4.0000000  | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO              | 311 | 1.0321543 | 1.6061158 | -5.0000000 | 7.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR           | 311 | 8.1672026 | 1.5484701 | 1.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ           | 312 | 8.7532051 | 1.3679811 | 0          | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING        | 311 | 0.5884244 | 1.4605769 | -8.0000000 | 6.0000000  |
| C15QUES  | DECISN MAKNG TECH/CUR                | 310 | 7.6935484 | 1.6836229 | 3.0000000  | 10.0000000 |
| R15QUES  | DECISN MAKNG TECH/REQ                | 311 | 8.6109325 | 1.3606484 | 3.0000000  | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES       | 310 | 0.9193548 | 1.5897974 | -5.0000000 | 6.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR           | 310 | 5.6193548 | 2.2568645 | 0          | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ           | 310 | 7.8645161 | 1.7647297 | 1.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH     | 309 | 2.2362460 | 2.2690421 | -4.0000000 | 9.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR          | 311 | 5.4340836 | 2.3087482 | 0          | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ          | 311 | 7.2636656 | 1.9463609 | 1.0000000  | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING  | 310 | 1.8193548 | 2.3905720 | -5.0000000 | 10.0000000 |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR           | 311 | 5.1318328 | 2.3620623 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ           | 311 | 7.2508039 | 2.0656120 | 1.0000000  | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS | 310 | 2.1129032 | 2.4541415 | -7.0000000 | 10.0000000 |
| C19QUES  | HOW INFO SYS DESIGNED/CUR            | 310 | 5.0258065 | 2.3329590 | 0          | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ            | 312 | 6.8910256 | 2.0034495 | 0          | 10.0000000 |
| Q19DELTA | DELTA-HOW INFO SYSTEMS ARE DESIGNED  | 310 | 1.8612903 | 2.4008059 | -7.0000000 | 9.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR               | 310 | 7.1741935 | 2.0341689 | 2.0000000  | 10.0000000 |

|          |                                       |     |           |           |            |            |
|----------|---------------------------------------|-----|-----------|-----------|------------|------------|
| R20QUES  | ANALYZE RISK & ALT/REQ                | 312 | 8.4391026 | 1.3968763 | 3.0000000  | 10.0000000 |
| Q20DELT  | DELTA-ANALYZE RISKS & ALTERNATIVES    | 310 | 1.2677419 | 1.8891424 | -5.0000000 | 8.0000000  |
| DECISION | DECISION MAKNG/PROBL SOLV             | 312 | 8.3237179 | 1.6001452 | 3.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 308 | 6.5040584 | 1.6004897 | 2.0000000  | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 308 | 7.9918831 | 1.2954816 | 3.6250000  | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 306 | 1.4828431 | 1.6407065 | -5.1250000 | 6.7500000  |

----- RANK1=CDR -----

| Variable | Label                                 | N  | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|---------------------------------------|----|-----------|-----------|-------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 96 | 7.6562500 | 1.5949138 | 4.0000000   | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 96 | 8.9062500 | 1.0369807 | 6.0000000   | 10.0000000 |
| Q13DELT  | DELTA-ASSESS AVAIL INFO               | 96 | 1.2500000 | 1.4509525 | -2.0000000  | 6.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR            | 96 | 7.9375000 | 1.4495916 | 4.0000000   | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ            | 96 | 8.7187500 | 1.1671208 | 5.0000000   | 10.0000000 |
| Q14DELT  | DELTA-INCL OTHER DECSN MAKING         | 96 | 0.7812500 | 1.2831140 | -2.0000000  | 4.0000000  |
| C15QUES  | DECISM MAKNG TECH/CUR                 | 96 | 7.4687500 | 1.7287241 | 3.0000000   | 10.0000000 |
| R15QUES  | DECISM MAKNG TECH/REQ                 | 96 | 8.5833333 | 1.1846978 | 5.0000000   | 10.0000000 |
| Q15DELT  | DELTA-DECISM MAKING TECHNIQUES        | 96 | 1.1145833 | 1.7524106 | -2.0000000  | 5.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 96 | 5.0312500 | 2.3371288 | 0           | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 96 | 7.7604167 | 1.4849759 | 3.0000000   | 10.0000000 |
| Q16DELT  | DELTA-USE MGMT INFOR SYSTEM TECH      | 96 | 2.7291667 | 2.4299845 | -3.0000000  | 8.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 96 | 5.2083333 | 2.5085818 | 0           | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 95 | 6.8526316 | 1.8216688 | 0           | 10.0000000 |
| Q17DELT  | DELTA-STAT TOOLS IN DECISION MAKING   | 95 | 1.6315789 | 2.7831279 | -4.0000000  | 9.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 96 | 5.2604167 | 2.7385928 | 0           | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 96 | 6.8854167 | 2.1612364 | 0           | 10.0000000 |
| Q18DELT  | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 96 | 1.6250000 | 3.0096337 | -10.0000000 | 9.0000000  |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 96 | 4.9375000 | 2.4828358 | 0           | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 96 | 6.9687500 | 1.8998788 | 1.0000000   | 10.0000000 |
| Q19DELT  | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 96 | 2.0312500 | 2.3817425 | -3.0000000  | 8.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 96 | 6.9791667 | 1.9465444 | 1.0000000   | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 96 | 8.4895833 | 1.3058153 | 5.0000000   | 10.0000000 |
| Q20DELT  | DELTA-ANALYZE RISKS & ALTERNATIVES    | 96 | 1.5104167 | 1.7471468 | -2.0000000  | 7.0000000  |
| DECISION | DECISION MAKNG/PROBL SOLV             | 96 | 8.3958333 | 1.8323363 | 2.0000000   | 10.0000000 |
| DECAGC   | AGGRGATE--DEC MAKING/PROBLEM SOLV/C   | 96 | 6.3098958 | 1.6272736 | 2.1250000   | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 95 | 7.8776316 | 0.9779788 | 5.1250000   | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 95 | 1.5697368 | 1.6427747 | -2.1250000  | 6.1250000  |

#### DECISION MAKING MEANS AND DELTAS

----- RANK1=LCDR -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                | 44 | 7.5909091 | 1.8963635 | 2.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                | 43 | 8.7441860 | 0.9535154 | 6.0000000  | 10.0000000 |
| Q13DELT  | DELTA-ASSESS AVAIL INFO              | 43 | 1.2093023 | 1.6840730 | -2.0000000 | 6.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR           | 44 | 7.9545455 | 1.4619920 | 4.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ           | 43 | 8.6511628 | 1.2127050 | 6.0000000  | 10.0000000 |
| Q14DELT  | DELTA-INCL OTHER DECSN MAKING        | 43 | 0.7441860 | 1.5598080 | -2.0000000 | 6.0000000  |
| C15QUES  | DECISM MAKNG TECH/CUR                | 44 | 7.4318182 | 1.6760658 | 3.0000000  | 10.0000000 |
| R15QUES  | DECISM MAKNG TECH/REQ                | 43 | 8.4651163 | 1.3156356 | 5.0000000  | 10.0000000 |
| Q15DELT  | DELTA-DECISM MAKING TECHNIQUES       | 43 | 1.0930233 | 1.6008027 | -2.0000000 | 7.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR           | 44 | 6.0681818 | 2.5462944 | 0          | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ           | 43 | 8.2093023 | 1.1661524 | 6.0000000  | 10.0000000 |
| Q16DELT  | DELTA-USE MGMT INFOR SYSTEM TECH     | 43 | 2.2325581 | 2.3486289 | -2.0000000 | 10.0000000 |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR          | 44 | 5.7045455 | 2.9061246 | 0          | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ          | 43 | 6.9069767 | 2.5053652 | 0          | 10.0000000 |
| Q17DELT  | DELTA-STAT TOOLS IN DECISION MAKING  | 43 | 1.2790698 | 2.3535746 | -4.0000000 | 6.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR           | 44 | 5.3181818 | 3.1086730 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ           | 43 | 7.5581395 | 2.0272234 | 3.0000000  | 10.0000000 |
| Q18DELT  | DELTA-STRENGTHS & WEAK OF STAT TECHS | 43 | 2.3255814 | 2.4272356 | -2.0000000 | 9.0000000  |
| C19QUES  | HOW INFO SYS DESIGNED/CUR            | 44 | 5.6818182 | 2.6305250 | 0          | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ            | 43 | 7.6976744 | 1.5665382 | 3.0000000  | 10.0000000 |
| Q19DELT  | DELTA-HOW INFO SYSTEMS ARE DESIGNED  | 43 | 2.1162791 | 2.8048368 | -4.0000000 | 9.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR               | 44 | 6.8636364 | 2.2985426 | 0          | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ               | 43 | 8.3255814 | 1.4428961 | 5.0000000  | 10.0000000 |

|          |                                       |    |           |           |            |            |
|----------|---------------------------------------|----|-----------|-----------|------------|------------|
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 43 | 1.5348837 | 2.1530580 | -2.0000000 | 7.0000000  |
| DECISION | DECISION MAKNG/PROBLM SOLV            | 44 | 8.0681818 | 1.9929845 | 1.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 44 | 6.5767045 | 1.9225966 | 1.8750000  | 9.7500000  |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 43 | 8.0697674 | 1.1047457 | 5.7500000  | 9.8750000  |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 43 | 1.5668605 | 1.6064298 | -1.7500000 | 5.3750000  |

RANK1=OTHER

| Variable | Label                                 | N  | Mean      | Std Dev    | Minimum    | Maximum    |
|----------|---------------------------------------|----|-----------|------------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 11 | 7.0909091 | 2.2563043  | 2.0000000  | 9.0000000  |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 11 | 8.2727273 | 0.4670994  | 8.0000000  | 9.0000000  |
| Q13DELTA | DELTA-ASSESS AVAIL INFO               | 11 | 1.1818182 | 2.4007575  | -1.0000000 | 7.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKING/CUR           | 11 | 7.6363636 | 1.9632996  | 3.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKING/REQ           | 11 | 8.1818182 | 1.3280197  | 6.0000190  | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING         | 11 | 0.5454545 | 2.2962420  | -1.0000000 | 7.0000000  |
| C15QUES  | DECISN MAKNG TECH/CUR                 | 11 | 7.5454545 | 1.7529196  | 4.0000000  | 10.0000000 |
| R15QUES  | DECISN MAKNG TECH/REQ                 | 11 | 8.0909091 | 1.2210279  | 6.0000000  | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES        | 11 | 0.5454545 | 1.9679246  | -1.0000000 | 6.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 11 | 5.1818182 | 3.0271499  | 1.0000000  | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 11 | 7.2727273 | 2.4936282  | 1.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 11 | 2.0909091 | 3.3303017  | -1.0000000 | 9.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 11 | 5.2727273 | 2.7273636  | 1.0000000  | 9.0000000  |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 11 | 6.1818182 | 2.2723636  | 1.0000000  | 9.0000000  |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 11 | 0.9090909 | 3.2389673  | -4.0000000 | 7.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 11 | 5.0000000 | 3.2249031  | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 11 | 6.8181818 | 2.4420558  | 1.0000000  | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 11 | 1.8181818 | 3.0600059  | -1.0000000 | 9.0000000  |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 11 | 4.8181818 | 2.9939333  | 0          | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 11 | 6.0000000 | 2.1908902  | 1.0000000  | 9.0000000  |
| Q19DELTA | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 11 | 1.1818182 | 3.1565228  | -5.0000000 | 8.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 11 | 5.8181818 | 2.7136021  | 0          | 9.0000000  |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 11 | 7.0000000 | 1.96493589 | 3.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 11 | 1.1818182 | 3.3111382  | -5.0000000 | 8.0000000  |
| DECISION | DECISION MAKNG/PROBLM SOLV            | 11 | 7.8181818 | 1.9600094  | 4.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 11 | 6.0454545 | 2.3280039  | 1.8750000  | 9.5000000  |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 11 | 7.2272727 | 1.2129744  | 4.6250000  | 9.3750000  |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 11 | 1.1818182 | 2.6530428  | -1.8750000 | 7.5000000  |

#### LEGAL ISSUES MEANS AND DELTAS

RANK1=''

| Variable | Label                          | N | Mean       | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|---|------------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCNJ/CUR        | 3 | 8.0000000  | 1.0000000 | 7.0000000  | 9.0000000  |
| R21QUES  | KNOW VIOLTN OF UCNJ/REQ        | 3 | 6.6666667  | 2.0816660 | 5.0000000  | 9.0000000  |
| Q21DELTA | DELTA-KNOW VIOLINN OF UCNJ     | 3 | -1.3333333 | 2.8867513 | -3.0000000 | 2.0000000  |
| C22QUES  | PUNISHMENT UNDR UCNJ/CUR       | 3 | 7.6666667  | 2.3094011 | 5.0000000  | 9.0000000  |
| R22QUES  | PUNISHMENT UNDR UCNJ/REQ       | 3 | 6.3333333  | 0.5773503 | 6.0000000  | 7.0000000  |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCNJ    | 3 | -1.3333333 | 2.8867513 | -3.0000000 | 2.0000000  |
| C23QUES  | INITIATE ACT UCNJ VIOLTN/CUR   | 3 | 7.6666667  | 2.3094011 | 5.0000000  | 9.0000000  |
| R23QUES  | INITIATE ACT UCNJ:VIOLTN/REQ   | 2 | 8.5000000  | 0.7071068 | 8.0000000  | 9.0000000  |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCNJ  | 2 | -0.5000000 | 0.7071068 | -1.0000000 | 0          |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 2 | 9.0000000  | 0         | 9.0000000  | 9.0000000  |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 2 | 7.0000000  | 0         | 7.0000000  | 7.0000000  |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 2 | -2.0000000 | 0         | -2.0000000 | -2.0000000 |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 3 | 7.0000000  | 1.0000000 | 6.0000000  | 8.0000000  |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 3 | 8.0000000  | 1.7320508 | 7.0000000  | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 3 | 1.0000000  | 1.0000000 | 0          | 2.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 3 | 5.3333333  | 1.5275252 | 4.0000000  | 7.0000000  |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 3 | 7.6666667  | 1.5275252 | 6.0000000  | 9.0000000  |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 3 | 2.3333333  | 0.5773503 | 2.0000000  | 3.0000000  |
| LEGAL    | LEGAL ISSUES                   | 3 | 7.0000000  | 1.0000000 | 6.0000000  | 8.0000000  |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 2 | 7.7500000  | 0.1178511 | 7.6666667  | 7.8333333  |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 2 | 6.8333333  | 0.2357023 | 6.6666667  | 7.0000000  |
| LEDELTA  | AGGREGATE DELTA--LEGAL ISSUES  | 2 | -0.9166667 | 0.1178511 | -1.0000000 | -0.8333333 |

----- RANK1=ADM -----

| Variable | Label                          | N  | Mean       | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|----|------------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 10 | 8.5000000  | 0.9718253 | 7.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 10 | 8.8000000  | 0.7888106 | 8.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLIN OF UCMJ      | 10 | 0.3000000  | 0.8232726 | -1.0000000 | 2.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 10 | 9.0000000  | 0.8164966 | 8.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 10 | 8.7000000  | 0.8232726 | 8.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 10 | -0.3000000 | 0.8232726 | -2.0000000 | 1.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 10 | 9.0000000  | 0.9428090 | 8.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 10 | 9.0000000  | 0.9428090 | 8.0000000  | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 10 | 0          | 1.0540926 | -2.0000000 | 2.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 10 | 8.1000000  | 1.2866839 | 6.0000000  | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 10 | 8.1000000  | 0.8755950 | 7.0000000  | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 10 | 0          | 0.8164966 | -2.0000000 | 1.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 10 | 8.8000000  | 1.0327956 | 7.0000000  | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 10 | 8.7000000  | 1.0593499 | 7.0000000  | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 10 | -0.1000000 | 0.8755950 | -2.0000000 | 1.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 10 | 7.9000000  | 1.7919573 | 4.0000000  | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 10 | 9.1000000  | 0.8755950 | 8.0000000  | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 10 | 1.2000000  | 1.6865481 | -2.0000000 | 4.0000000  |
| LEGAL    | LEGAL ISSUES                   | 10 | 7.6000000  | 0.8432740 | 6.0000000  | 9.0000000  |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 10 | 8.5500000  | 0.7578804 | 7.5000000  | 9.8333333  |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 10 | 8.7333333  | 0.5942108 | 7.8333333  | 9.8333333  |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 10 | 0.1833333  | 0.7835106 | -1.8333333 | 1.1666667  |

LEGAL ISSUES MEANS AND DELTAS

----- RANK1=CAPT -----

| Variable | Label                          | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|-----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 311 | 7.4051447 | 1.9698958 | 0          | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 311 | 8.2926045 | 1.8720120 | 0          | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLIN OF UCMJ      | 310 | 0.8709677 | 2.1352631 | -8.0000000 | 9.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 311 | 7.2668810 | 2.2017946 | 0          | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 312 | 8.0000000 | 2.1696533 | 0          | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 311 | 0.7331190 | 2.3994952 | -8.0000000 | 9.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 311 | 7.2926045 | 2.2029108 | 0          | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 312 | 8.1698718 | 2.1607406 | 0          | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 311 | 0.8778135 | 2.4159129 | -9.0000000 | 9.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 311 | 6.5562701 | 2.2794774 | 0          | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 312 | 7.6346154 | 2.2226155 | 0          | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 311 | 1.0771704 | 2.4587880 | -9.0000000 | 8.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 310 | 6.7516129 | 2.1646425 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 311 | 8.1672026 | 1.950487  | 0          | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 310 | 1.4161290 | 2.1998230 | -8.0000000 | 10.0000000 |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 311 | 6.1575563 | 2.2006449 | 0          | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 312 | 7.9647436 | 2.0069110 | 0          | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 311 | 1.8070740 | 2.4325908 | -8.0000000 | 10.0000000 |
| LEGAL    | LEGAL ISSUES                   | 311 | 7.2379421 | 1.8564554 | 1.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 310 | 6.9112903 | 1.8210379 | 0.8333333  | 10.0000000 |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 310 | 8.0537634 | 1.8058831 | 0          | 10.0000000 |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 309 | 1.1294498 | 1.9949339 | -8.0000000 | 8.6666667  |

----- RANK1=CDR -----

| Variable | Label                        | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|------------------------------|----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR      | 96 | 7.1875000 | 1.8990995 | 1.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ      | 96 | 8.4583333 | 1.7942403 | 1.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLIN OF UCMJ    | 96 | 1.2708333 | 2.2547221 | -9.0000000 | 9.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR     | 96 | 6.9062500 | 2.2668231 | 1.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ     | 96 | 8.1562500 | 1.9430206 | 1.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ  | 96 | 1.2500000 | 2.5214866 | -8.0000000 | 8.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR | 96 | 6.7812500 | 2.4417557 | 1.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ | 96 | 8.1041667 | 2.0182283 | 0          | 10.0000000 |

|          |                                |    |           |           |            |            |
|----------|--------------------------------|----|-----------|-----------|------------|------------|
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 96 | 1.3229167 | 2.5731193 | -9.0000000 | 9.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 96 | 6.1061667 | 2.4125969 | 0          | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 96 | 7.5416667 | 2.2660732 | 0          | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 96 | 1.4375000 | 2.6350372 | -8.0000000 | 9.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 96 | 6.4687500 | 1.9785860 | 2.0000000  | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 96 | 8.0833333 | 2.0502460 | 0          | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 96 | 1.6145833 | 2.3141205 | -7.0000000 | 7.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 96 | 5.9062500 | 2.2853222 | 0          | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 96 | 7.5937500 | 1.9659101 | 1.0000000  | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 96 | 1.6875000 | 2.5102422 | -7.0000000 | 8.0000000  |
| LEGAL    | LEGAL ISSUES                   | 96 | 7.0520833 | 1.8431654 | 1.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 96 | 6.5590278 | 1.7932588 | 1.8333333  | 9.3333333  |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 96 | 7.9895833 | 1.6497054 | 0.8333333  | 10.0000000 |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 96 | 1.4305556 | 2.0381833 | -7.6666667 | 7.0000000  |

**LEGAL ISSUES MEANS AND DELTAS**

----- RANK1=LCDR -----

| Variable | Label                          | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 44 | 6.8409091 | 2.4489502 | 1.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 43 | 8.4651163 | 1.4532204 | 4.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLLTN OF UCMJ     | 43 | 1.6976764 | 2.2311099 | -3.0000000 | 7.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 44 | 6.5000000 | 2.7744683 | 1.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 43 | 8.0930233 | 1.7568092 | 3.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 43 | 1.6744186 | 2.5422237 | -3.0000000 | 8.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 44 | 6.3409091 | 2.9487339 | 1.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 43 | 8.0232558 | 1.8833654 | 3.0000000  | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 43 | 1.7674419 | 2.6532748 | -3.0000000 | 8.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 44 | 6.0227273 | 2.7994072 | 0          | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 43 | 8.2093023 | 1.5206224 | 5.0000000  | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 43 | 2.2558140 | 2.8207819 | -2.0000000 | 9.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 44 | 7.1590909 | 2.5694374 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 43 | 9.0000000 | 1.2344268 | 6.0000000  | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 43 | 1.9069767 | 2.5710286 | -2.0000000 | 10.0000000 |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 44 | 6.4545455 | 2.6628761 | 0          | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 43 | 8.1395349 | 1.6268783 | 5.0000000  | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 43 | 1.7674419 | 2.1584519 | -2.0000000 | 9.0000000  |
| LEGAL    | LEGAL ISSUES                   | 44 | 7.3636364 | 1.9179799 | 2.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 44 | 6.5530303 | 2.3268939 | 1.1666667  | 10.0000000 |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 43 | 8.3217054 | 1.2383827 | 5.1666667  | 10.0000000 |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 43 | 1.8449612 | 2.1551573 | -1.6666667 | 7.0000000  |

----- RANK1=OTHER -----

| Variable | Label                          | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 11 | 7.0909091 | 1.8140863 | 4.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 11 | 8.0909091 | 1.5135749 | 6.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLLTN OF UCMJ     | 11 | 1.0000000 | 1.8439089 | -1.0000000 | 5.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 11 | 6.5454545 | 2.0670576 | 3.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 11 | 7.7272727 | 1.7939292 | 5.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 11 | 1.1818182 | 1.7215215 | -1.0000000 | 4.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 11 | 6.7272727 | 2.5334131 | 3.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 11 | 7.9090909 | 1.7002674 | 5.0000000  | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 11 | 1.1818182 | 2.4826672 | -1.0000000 | 7.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 11 | 6.0000000 | 2.9325757 | 1.0000000  | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 11 | 7.4545455 | 1.8635255 | 5.0000000  | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 11 | 1.4545455 | 2.5441555 | -2.0000000 | 6.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 11 | 6.1818182 | 2.1362669 | 1.0000000  | 9.0000000  |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 11 | 7.7272727 | 1.3483997 | 5.0000000  | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 11 | 1.5454545 | 1.6949122 | 0          | 5.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 11 | 6.6363636 | 2.0135902 | 4.0000000  | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 11 | 7.6363636 | 1.9632996 | 3.0000000  | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 11 | 1.0000000 | 2.0976177 | -2.0000000 | 6.0000000  |
| LEGAL    | LEGAL ISSUES                   | 11 | 6.5454545 | 1.9164361 | 2.0000000  | 9.0000000  |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 11 | 6.5303030 | 1.5380691 | 4.6666667  | 9.8333333  |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 11 | 7.7575758 | 1.4536613 | 5.3333333  | 9.8333333  |

LEGDELTA AGGREGATE DELTA--LEGAL ISSUES 11 1.2272727 1.6587692 -0.8333333 4.6666667

OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS

RANK1=

| Variable Label |  | N | Mean       | Std Dev   | Minimum    | Maximum    |
|----------------|--|---|------------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 3 | 6.6666667  | 2.3094011 | 4.0000000  | 8.0000000  |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 3 | 8.0000000  | 2.0000000 | 6.0000000  | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 3 | 1.3333333  | 3.0550505 | -2.0000000 | 4.0000000  |
| 28QUES         | EVAL PROP TO AQR TECH/CUR                | 3 | 5.3333333  | 3.0550505 | 2.0000000  | 8.0000000  |
| 28QUES         | EVAL PROP TO AQR TECH/REQ                | 3 | 6.6666667  | 2.5166115 | 4.0000000  | 9.0000000  |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH              | 3 | 1.3333333  | 0.5773503 | 1.0000000  | 2.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 3 | 4.6666667  | 4.0414519 | 0          | 7.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 3 | 6.6666667  | 2.5166115 | 4.0000000  | 9.0000000  |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 3 | 2.0000000  | 2.0000000 | 0          | 4.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 3 | 7.0000000  | 2.0000000 | 5.0000000  | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 3 | 6.6666667  | 1.5275252 | 5.0000000  | 8.0000000  |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 3 | -0.3333333 | 1.5275252 | -2.0000000 | 1.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 3 | 7.0000000  | 1.0000000 | 6.0000000  | 8.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 3 | 6.6666667  | 1.5275252 | 5.0000000  | 8.0000000  |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 3 | -0.3333333 | 1.5275252 | -2.0000000 | 1.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 3 | 5.6666667  | 2.3094011 | 3.0000000  | 7.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 3 | 5.0000000  | 2.0000000 | 3.0000000  | 7.0000000  |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 3 | 0.6666667  | 0.5773503 | 0          | 1.0000000  |
| PMGMT          | OPERATIONS MGMT ISSUES                   | 3 | 7.6666667  | 1.5275252 | 6.0000000  | 9.0000000  |
| PHAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 3 | 6.0555556  | 1.0715168 | 4.8333333  | 6.8333333  |
| PHAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 3 | 6.6111111  | 1.5485955 | 4.8333333  | 7.6666667  |
| PMDELTA        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 3 | 0.5555556  | 0.5853141 | 0          | 1.1666667  |

RANK1=ADM

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 10 | 7.9000000 | 1.4491377 | 5.0000000  | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 10 | 8.7000000 | 0.9486833 | 7.0000000  | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 10 | 0.8000000 | 1.4757296 | -1.0000000 | 3.0000000  |
| 28QUES         | EVAL PROP TO AQR TECH/CUR                | 10 | 7.6000000 | 1.1737878 | 6.0000000  | 9.0000000  |
| 28QUES         | EVAL PROP TO AQR TECH/REQ                | 10 | 8.4000000 | 0.8432740 | 7.0000000  | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH              | 10 | 0.8000000 | 1.0327956 | -1.0000000 | 2.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 10 | 6.8000000 | 1.3165612 | 5.0000000  | 9.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 10 | 8.1000000 | 0.5676462 | 7.0000000  | 9.0000000  |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 10 | 1.3000000 | 1.4181365 | -1.0000000 | 3.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 10 | 7.2000000 | 1.3165612 | 5.0000000  | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 10 | 7.8000000 | 0.7888106 | 7.0000000  | 9.0000000  |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 10 | 0.6000000 | 1.0749677 | -1.0000000 | 2.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 10 | 7.3000000 | 1.4181365 | 5.0000000  | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 10 | 8.3000000 | 1.0593499 | 7.0000000  | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 10 | 1.0000000 | 1.4907120 | -1.0000000 | 3.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 10 | 7.4000000 | 1.3498971 | 5.0000000  | 9.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 10 | 8.2000000 | 0.7888106 | 7.0000000  | 9.0000000  |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 10 | 0.6000000 | 0.5163978 | 0          | 1.0000000  |
| PMGMT          | OPERATIONS MGMT ISSUES                   | 10 | 7.6000000 | 0.6992059 | 7.0000000  | 9.0000000  |
| PHAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 10 | 7.3666667 | 1.0387552 | 5.6666667  | 8.5000000  |
| PHAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 10 | 8.2500000 | 0.4795188 | 7.5000000  | 9.0000000  |
| PMDELTA        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 10 | 0.8833333 | 0.9062540 | -0.5000000 | 2.0000000  |

OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS

RANK1=CAPT

| Variable Label |                              | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|------------------------------|-----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR   | 310 | 6.1161290 | 2.4134328 | 0          | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ   | 311 | 7.6913183 | 2.4325525 | 0          | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP | 310 | 1.5741935 | 2.5629887 | -8.0000000 | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/CUR    | 311 | 6.3665595 | 2.0432519 | 0          | 10.0000000 |

|         |  |     |           |           |            |            |
|---------|--|-----|-----------|-----------|------------|------------|
| 28QUES  | EVAL PROP TO AQR TECH/REQ                | 312 | 7.6666667 | 1.7599815 | 0          | 10.0000000 |
| 28DELTA | DELTA-EVAL PROP TO AQR TECH              | 311 | 1.2990354 | 2.1651117 | -8.0000000 | 8.0000000  |
| 29QUES  | OPP & LIN DOD/DON MATRL/CUR              | 310 | 5.3741935 | 2.3610880 | 0          | 10.0000000 |
| 29QUES  | OPP & LIN DOD/DON MATRL/REQ              | 310 | 7.3193548 | 1.9117960 | 0          | 10.0000000 |
| 29DELTA | DELTA-OPP& LIN TO DOD/DON MATRL          | 309 | 1.9255663 | 2.3308267 | -6.0000000 | 9.0000000  |
| 30QUES  | OVRSEE EQUIP MGMT PRG/CUR                | 311 | 5.8553055 | 2.3352065 | 0          | 10.0000000 |
| 30QUES  | OVRSEE EQUIP MGMT PRG/REQ                | 312 | 6.9038462 | 2.1012287 | 0          | 10.0000000 |
| 30DELTA | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 311 | 1.0450161 | 2.1307047 | -6.0000000 | 9.0000000  |
| 31QUES  | ENSUR EXEC SECRTY REQ/CUR                | 311 | 5.8681672 | 2.2828921 | 0          | 10.0000000 |
| 31QUES  | ENSUR EXEC SECRTY REQ/REQ                | 312 | 7.1410256 | 2.1169921 | 0          | 10.0000000 |
| 31DELTA | DELTA-ENSURE EXECUTION OF SEC REQS       | 311 | 1.2700965 | 2.2283452 | -6.0000000 | 8.0000000  |
| 32QUES  | OVRSEE FACILITIES MGMT/CUR               | 311 | 5.7845659 | 2.3681801 | 0          | 10.0000000 |
| 32QUES  | OVRSEE FACILITIES MGMT/REQ               | 312 | 6.8942308 | 2.3390366 | 0          | 10.0000000 |
| 32DELTA | DELTA-OVERSEE FAC MGMT                   | 312 | 0.2852564 | 0.4522618 | 0          | 1.0000000  |
| PNGMT   | OPERATIONS MGMT ISSUES                   | 311 | 7.2122186 | 1.6617068 | 1.0000000  | 10.0000000 |
| PMAGC   | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 309 | 5.8910464 | 1.8485191 | 0.5000000  | 10.0000000 |
| PMAGR   | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 309 | 7.2621359 | 1.7446479 | 0.6666667  | 10.0000000 |
| PMDelta | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 308 | 1.3598485 | 1.9245449 | -5.1666667 | 6.8333333  |

RANK1=CDR

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 96 | 6.0104167 | 2.4729901 | 0          | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 96 | 7.3437500 | 2.4010003 | 0          | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 96 | 1.3333333 | 2.6464143 | -8.0000000 | 8.0000000  |
| 28QUES         | EVAL PROP TO AQR TECH/CUR                | 96 | 6.0625000 | 2.3342417 | 1.0000000  | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/REQ                | 96 | 7.6041667 | 1.9438387 | 0          | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH              | 96 | 1.5416667 | 2.3347114 | -7.0000000 | 7.0000000  |
| 29QUES         | OPP & LIN DOD/DON MATRL/CUR              | 96 | 5.0520833 | 2.7313763 | 0          | 10.0000000 |
| 29QUES         | OPP & LIN DOD/DON MATRL/REQ              | 96 | 7.1979167 | 2.0856391 | 0          | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIN TO DOD/DON MATRL          | 96 | 2.1458333 | 2.9342951 | -7.0000000 | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 96 | 5.3958333 | 2.7586387 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 96 | 6.7916667 | 1.9244503 | 0          | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 96 | 1.3958333 | 2.8264881 | -7.0000000 | 9.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 96 | 5.3125000 | 2.5927531 | 0          | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 96 | 6.7083333 | 2.2048591 | 0          | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 96 | 1.3958333 | 2.5812244 | -7.0000000 | 9.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 96 | 5.0208333 | 2.7946534 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 96 | 6.5833333 | 2.4523530 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 96 | 0.3020833 | 0.4615715 | 0          | 1.0000000  |
| PNGMT          | OPERATIONS MGMT ISSUES                   | 96 | 7.1562500 | 1.7907842 | 1.0000000  | 10.0000000 |
| PMAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 96 | 5.4756964 | 2.1433945 | 0.8333333  | 9.6666667  |
| PMAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 96 | 7.0381944 | 1.6568975 | 1.3333333  | 10.0000000 |
| PMDelta        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 96 | 1.5625000 | 2.2958455 | -7.3333333 | 8.3333333  |

OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS

RANK1=LCDR

| Variable Label |                                    | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|------------------------------------|----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR         | 44 | 5.8863636 | 2.9271457 | 0          | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ         | 43 | 7.7906977 | 1.7533388 | 2.0000000  | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP       | 43 | 2.0000000 | 2.3401262 | -3.0000000 | 7.0000000  |
| 28QUES         | EVAL PROP TO AQR TECH/CUR          | 44 | 5.9772727 | 2.2045264 | 0          | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/REQ          | 43 | 7.9302326 | 1.3164771 | 4.0000000  | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH        | 43 | 2.0465116 | 2.0925433 | -2.0000000 | 8.0000000  |
| 29QUES         | OPP & LIN DOD/DON MATRL/CUR        | 44 | 5.5454545 | 2.7318496 | 0          | 10.0000000 |
| 29QUES         | OPP & LIN DOD/DON MATRL/REQ        | 43 | 7.8604651 | 1.4239682 | 4.0000000  | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIN TO DOD/DON MATRL    | 43 | 2.4186047 | 2.9458005 | -2.0000000 | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR          | 44 | 5.4318182 | 2.5825688 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ          | 43 | 7.4651163 | 1.7504943 | 4.0000000  | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM   | 43 | 2.1395349 | 2.5409166 | -3.0000000 | 8.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR          | 44 | 5.4772727 | 3.1437545 | 0          | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ          | 43 | 6.8604651 | 2.1885133 | 1.0000000  | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS | 43 | 1.483721  | 2.6219957 | -5.0000000 | 8.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR         | 44 | 5.0681818 | 3.1725401 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ         | 43 | 6.7209302 | 2.4233544 | 0          | 10.0000000 |

|         |  |    |           |           |            |            |
|---------|--|----|-----------|-----------|------------|------------|
| 32DELTA | DELTA-OVERSEE FAC MGMT                   | 44 | 0.2727273 | 0.4505106 | 0          | 1.0000000  |
| PMGNT   | OPERATIONS MGMT ISSUES                   | 44 | 7.0227273 | 1.7585490 | 3.0000000  | 10.0000000 |
| PHAGC   | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 44 | 5.5643939 | 2.3496704 | 0.3333333  | 9.8333333  |
| PHAGR   | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 43 | 7.4379845 | 1.2530509 | 5.0000000  | 10.0000000 |
| PMDelta | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 43 | 1.9728682 | 1.9686465 | -1.1666667 | 7.1666667  |

-----RANK1=OTHER-----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 11 | 6.0909091 | 2.5477263 | 3.0000000  | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 11 | 7.8181818 | 1.4709304 | 5.0000000  | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 11 | 1.7272727 | 2.5334131 | -1.0000000 | 7.0000000  |
| 28QUES         | EVAL PROP TO AQUA TECH/CUR               | 11 | 5.3636364 | 2.2033033 | 2.0000000  | 8.0000000  |
| 28QUES         | EVAL PROP TO AQUA TECH/REQ               | 11 | 7.0000000 | 1.1832160 | 5.0000000  | 9.0000000  |
| 28DELTA        | DELTA-EVAL PROP TO AQUA TECH             | 11 | 1.6363636 | 2.9756588 | -3.0000000 | 7.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 11 | 4.0909091 | 2.6250541 | 0          | 9.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 11 | 6.8181818 | 1.9908883 | 4.0000000  | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 11 | 2.7272727 | 2.5334131 | 0          | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 11 | 4.4545455 | 2.4642904 | 0          | 7.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 11 | 7.0909091 | 1.3003496 | 4.0000000  | 8.0000000  |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 11 | 2.6363636 | 2.2922795 | 0          | 8.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 11 | 5.3636364 | 2.2922795 | 2.0000000  | 9.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 11 | 6.9090909 | 1.9211739 | 3.0000000  | 9.0000000  |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 11 | 1.5454545 | 2.5045413 | -1.0000000 | 7.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 11 | 5.0000000 | 3.1304952 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 11 | 6.9090909 | 2.5081685 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 11 | 0.2727273 | 0.4670994 | 0          | 1.0000000  |
| PMGNT          | OPERATIONS MGMT ISSUES                   | 11 | 7.6363636 | 1.4333686 | 4.0000000  | 9.0000000  |
| PHAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 11 | 5.0606061 | 2.0713291 | 1.5000000  | 8.6666667  |
| PHAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 11 | 7.0909091 | 1.1887520 | 4.8333333  | 8.5000000  |
| PMDelta        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 11 | 2.0303030 | 2.2271284 | -0.5000000 | 7.0000000  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

----- RANK1=''

| Variable Label |   | N | Mean       | Std Dev   | Minimum    | Maximum    |
|----------------|---|---|------------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                | 3 | 8.3333333  | 0.5773503 | 8.0000000  | 9.0000000  |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                | 3 | 8.0000000  | 1.0000000 | 7.0000000  | 9.0000000  |
| 33DELTA        | DELTA-KNOW & SUPPORT OF FORCES          | 3 | -0.3333333 | 0.5773503 | -1.0000000 | 0          |
| 34QUES         | DEVLP & COMM COMD VISM/CUR              | 3 | 8.3333333  | 0.5773503 | 8.0000000  | 9.0000000  |
| 34QUES         | DEVLP & COMM COMD VISM/REQ              | 3 | 9.3333333  | 1.1547005 | 8.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION     | 3 | 1.0000000  | 1.0000000 | 0          | 2.0000000  |
| 35QUES         | IMPOWR IND & WORK GRP/CUR               | 3 | 8.6666667  | 0.5773503 | 8.0000000  | 9.0000000  |
| 35QUES         | IMPOWR IND & WORK GRP/REQ               | 3 | 9.3333333  | 1.1547005 | 8.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS         | 3 | 0.6666667  | 0.5773503 | 0          | 1.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR              | 3 | 9.0000000  | 1.0000000 | 8.0000000  | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ              | 3 | 10.0000000 | 0         | 10.0000000 | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE | 3 | 1.0000000  | 1.0000000 | 0          | 2.0000000  |
| 37QUES         | BUILDING TRUST/CUR                      | 3 | 9.3333333  | 0.5773503 | 9.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                      | 3 | 10.0000000 | 0         | 10.0000000 | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                    | 3 | 0.6666667  | 0.5773503 | 0          | 1.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                     | 3 | 8.3333333  | 0.5773503 | 8.0000000  | 9.0000000  |
| 38QUES         | MANAGING CHANGE/REQ                     | 3 | 9.3333333  | 1.1547005 | 8.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                   | 3 | 1.0000000  | 1.0000000 | 0          | 2.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                   | 3 | 7.3333333  | 2.0816660 | 5.0000000  | 9.0000000  |
| 39QUES         | MANAGING CONFLICT/REQ                   | 3 | 9.3333333  | 1.1547005 | 8.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                 | 3 | 2.0000000  | 1.0000000 | 1.0000000  | 3.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                   | 2 | 8.0000000  | 0         | 8.0000000  | 8.0000000  |
| 40QUES         | BUILDING TEAMWORK/REQ                   | 2 | 10.0000000 | 0         | 10.0000000 | 10.0000000 |
| 40DELTA        | DELTA-BUILDING TEAMWORK                 | 2 | 2.0000000  | 0         | 2.0000000  | 2.0000000  |
| 41QUES         | DEVLP POS ORGAN CLINAT/CUR              | 3 | 8.6666667  | 0.5773503 | 8.0000000  | 9.0000000  |
| 41QUES         | DEVLP POS ORGAN CLINAT/REQ              | 3 | 10.0000000 | 0         | 10.0000000 | 10.0000000 |
| 41DELTA        | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT  | 3 | 1.3333333  | 0.5773503 | 1.0000000  | 2.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                   | 3 | 8.0000000  | 1.7320508 | 6.0000000  | 9.0000000  |
| 42QUES         | MOTIVATING PEOPLE/REQ                   | 3 | 9.3333333  | 1.1547005 | 8.0000000  | 10.0000000 |

|         |  |   |            |           |            |            |
|---------|--|---|------------|-----------|------------|------------|
| 42DELTA | DELTA-MOTIVATING PEOPLE                  | 3 | 1.3333333  | 0.5773503 | 1.0000000  | 2.0000000  |
| 43QUES  | EMPLY COORD MECHNSH/CUR                  | 3 | 7.6666667  | 1.5275252 | 6.0000000  | 9.0000000  |
| 43QUES  | EMPLY COORD MECHNSH/REQ                  | 3 | 9.0000000  | 1.7320508 | 7.0000000  | 10.0000000 |
| 43DELTA | DELTA-EMPLOY COORD MECHANISMS            | 3 | 1.3333333  | 0.5773503 | 1.0000000  | 2.0000000  |
| 44QUES  | DEVLP SUBORDINATES/CUR                   | 3 | 9.3333333  | 0.5773503 | 9.0000000  | 10.0000000 |
| 44QUES  | DEVLP SUBORDINATES/REQ                   | 3 | 10.0000000 | 0         | 10.0000000 | 10.0000000 |
| 44DELTA | DELTA-DEVELOP SUBORDINATES               | 3 | 0.6666667  | 0.5773503 | 0          | 1.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/CUR                | 3 | 8.3333333  | 0.5773503 | 8.0000000  | 9.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/REQ                | 3 | 9.6666667  | 0.5773503 | 9.0000000  | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 3 | 1.3333333  | 0.5773503 | 1.0000000  | 2.0000000  |
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 3 | 7.0000000  | 1.0000000 | 6.0000000  | 8.0000000  |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 3 | 9.0000000  | 1.0000000 | 8.0000000  | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 3 | 2.0000000  | 0         | 2.0000000  | 2.0000000  |
| RGNBEH  | ORGANIZATIONAL BEHAVIOR                  | 3 | 8.6666667  | 1.1547005 | 8.0000000  | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 2 | 8.1071429  | 0.4545686 | 7.7857143  | 8.4285714  |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 2 | 9.3571429  | 0.6060915 | 8.9285714  | 9.7857143  |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 2 | 1.2500000  | 0.1515229 | 1.1428571  | 1.3571429  |

ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

-----RANK1=ADM-----

| Variable Label |  | N  | Mean       | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|------------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                 | 10 | 9.4000000  | 0.8432740 | 8.0000000  | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                 | 10 | 9.4000000  | 0.6992059 | 8.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OF FORCES           | 10 | 0          | 1.0540926 | -2.0000000 | 2.0000000  |
| 34QUES         | DEVLP & COMM COMD VISION/CUR             | 10 | 9.2000000  | 1.0327956 | 8.0000000  | 10.0000000 |
| 34QUES         | DEVLP & COMM COMD VISION/REQ             | 10 | 9.7000000  | 0.6749486 | 8.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION      | 10 | 0.5000000  | 1.2692955 | -2.0000000 | 2.0000000  |
| 35QUES         | IMPOUR IND & WORK GRP/CUR                | 10 | 9.5000000  | 0.5270463 | 9.0000000  | 10.0000000 |
| 35QUES         | IMPOUR IND & WORK GRP/REQ                | 10 | 9.5000000  | 0.7071068 | 8.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS          | 10 | 0          | 0.9428090 | -2.0000000 | 1.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR               | 10 | 9.4000000  | 0.8432740 | 8.0000000  | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ               | 10 | 9.7000000  | 0.6749486 | 8.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 10 | 0.3000000  | 1.1595018 | -2.0000000 | 2.0000000  |
| 37QUES         | BUILDING TRUST/CUR                       | 10 | 9.6000000  | 0.6992059 | 8.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                       | 10 | 9.7000000  | 0.6749486 | 8.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                     | 10 | 0.1000000  | 0.9944289 | -2.0000000 | 2.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                      | 10 | 9.2000000  | 0.9189366 | 8.0000000  | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                      | 10 | 9.7000000  | 0.6749486 | 8.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                    | 10 | 0.5000000  | 1.2692955 | -2.0000000 | 2.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                    | 10 | 8.8000000  | 1.0327956 | 7.0000000  | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                    | 10 | 9.6000000  | 0.6992059 | 8.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                  | 10 | 0.8000000  | 1.2292726 | -2.0000000 | 2.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                    | 10 | 9.5000000  | 0.8498366 | 8.0000000  | 10.0000000 |
| 40QUES         | BUILDING TEAMWORK/REQ                    | 10 | 9.8000000  | 0.6324555 | 8.0000000  | 10.0000000 |
| 40DELTA        | DELTA-BUILDING TEAMWORK                  | 10 | 0.3000000  | 1.1595018 | -2.0000000 | 2.0000000  |
| 41QUES         | DEVLP POS ORGAN CLIMAT/CUR               | 10 | 9.5000000  | 0.7071068 | 8.0000000  | 10.0000000 |
| 41QUES         | DEVLP POS ORGAN CLIMAT/REQ               | 10 | 9.7000000  | 0.6749486 | 8.0000000  | 10.0000000 |
| 41DELTA        | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 10 | 0.2000000  | 1.1352924 | -2.0000000 | 2.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                    | 10 | 9.3000000  | 0.9486833 | 8.0000000  | 10.0000000 |
| 42QUES         | MOTIVATING PEOPLE/REQ                    | 10 | 9.8000000  | 0.6324555 | 8.0000000  | 10.0000000 |
| 42DELTA        | DELTA-MOTIVATING PEOPLE                  | 10 | 0.5000000  | 1.2692955 | -2.0000000 | 2.0000000  |
| 43QUES         | EMPLY COORD MECHNSH/CUR                  | 10 | 9.1000000  | 0.9944289 | 8.0000000  | 10.0000000 |
| 43QUES         | EMPLY COORD MECHNSH/REQ                  | 10 | 9.5000000  | 0.7071068 | 8.0000000  | 10.0000000 |
| 43DELTA        | DELTA-EMPLOY COORD MECHANISMS            | 10 | 0.4000000  | 1.1737878 | -2.0000000 | 2.0000000  |
| 44QUES         | DEVLP SUBORDINATES/CUR                   | 10 | 9.4000000  | 0.8432740 | 8.0000000  | 10.0000000 |
| 44QUES         | DEVLP SUBORDINATES/REQ                   | 10 | 9.6000000  | 0.6992059 | 8.0000000  | 10.0000000 |
| 44DELTA        | DELTA-DEVELOP SUBORDINATES               | 10 | 0.2000000  | 1.0327956 | -2.0000000 | 2.0000000  |
| 45QUES         | UNDRSTND ROLE CO & XO/CUR                | 10 | 9.7000000  | 0.6749486 | 8.0000000  | 10.0000000 |
| 45QUES         | UNDRSTND ROLE CO & XO/REQ                | 10 | 10.0000000 | 0         | 10.0000000 | 10.0000000 |
| 45DELTA        | DELTA-UNDERSTANDING ROLE OF CO/XO        | 10 | 0.3000000  | 0.6749486 | 0          | 2.0000000  |
| 46QUES         | PROM INNOVT & RISK BHVR/CUR              | 10 | 9.5000000  | 0.8498366 | 8.0000000  | 10.0000000 |
| 46QUES         | PROM INNOVT & RISK BHVR/REQ              | 10 | 9.7000000  | 0.6749486 | 8.0000000  | 10.0000000 |
| 46DELTA        | DELTA-PROM INNOV. & RISK BEHAVIOR        | 10 | 0.2000000  | 1.0327956 | -2.0000000 | 2.0000000  |
| RGNBEH         | ORGANIZATIONAL BEHAVIOR                  | 10 | 9.6000000  | 0.6992059 | 8.0000000  | 10.0000000 |
| RGAGC          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 10 | 9.3642857  | 0.6559061 | 8.2857143  | 10.0000000 |
| RGAGR          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 10 | 9.6714286  | 0.5152988 | 8.2857143  | 10.0000000 |
| RGDELTA        | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 10 | 0.3071429  | 0.9240120 | -1.7142857 | 1.5714286  |

**ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS**

**RANK1=CAPT**

| Variable Label |  | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------------|--|-----|-----------|-----------|-------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                 | 311 | 7.9742765 | 1.9107457 | 0           | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                 | 312 | 8.7083333 | 1.5471770 | 1.0000000   | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OF FORCES           | 311 | 0.7299035 | 1.9321657 | -6.0000000  | 7.0000000  |
| 34QUES         | DEVLP & COMM COND VISION/CUR             | 311 | 7.8681672 | 1.7242061 | 0           | 10.0000000 |
| 34QUES         | DEVLP & COMM COND VISION/REQ             | 312 | 8.8108974 | 1.5895994 | 0           | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION      | 311 | 0.9421222 | 1.7588103 | -8.0000000  | 7.0000000  |
| 35QUES         | IMPOUR IND & WORK GRP/CUR                | 311 | 8.3215434 | 1.5427726 | 2.0000000   | 10.0000000 |
| 35QUES         | IMPOUR IND & WORK GRP/REQ                | 312 | 8.9839744 | 1.3333707 | 2.0000000   | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS          | 311 | 0.6591640 | 1.4589782 | -5.0000000  | 6.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR               | 306 | 8.2679739 | 1.6136945 | 1.0000000   | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ               | 307 | 8.7752443 | 1.3351603 | 3.0000000   | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 306 | 0.5065359 | 1.4958817 | -4.0000000  | 9.0000000  |
| 37QUES         | BUILDING TRUST/CUR                       | 311 | 8.6527331 | 1.2932769 | 4.0000000   | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                       | 312 | 9.3365385 | 1.0106562 | 4.0000000   | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                     | 311 | 0.6816720 | 1.2945114 | -5.0000000  | 5.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                      | 311 | 8.2797428 | 1.4730508 | 2.0000000   | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                      | 312 | 9.2500000 | 1.0585739 | 4.0000000   | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                    | 311 | 0.9678457 | 1.5172965 | -5.0000000  | 7.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                    | 311 | 8.0032154 | 1.5993918 | 1.0000000   | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                    | 312 | 9.1634615 | 1.1630200 | 4.0000000   | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                  | 311 | 1.1575563 | 1.7627688 | -5.0000000  | 9.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                    | 310 | 8.4935484 | 1.4340825 | 3.0000000   | 10.0000000 |
| 40QUES         | BUILDING TEAMWORK/REQ                    | 312 | 9.3461538 | 1.0153411 | 4.0000000   | 10.0000000 |
| 40DELTA        | DELTA-BUILDING TEAMWORK                  | 310 | 0.8516129 | 1.5042273 | -5.0000000  | 6.0000000  |
| 41QUES         | DEVLP POS ORGAN CLIMAT/CUR               | 311 | 8.4630225 | 1.4065799 | 2.0000000   | 10.0000000 |
| 41QUES         | DEVLP POS ORGAN CLIMAT/REQ               | 312 | 9.4038462 | 0.9405399 | 4.0000000   | 10.0000000 |
| 41DELTA        | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 311 | 0.9389068 | 1.4321642 | -5.0000000  | 7.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                    | 311 | 8.3536977 | 1.3429544 | 4.0000000   | 10.0000000 |
| 42QUES         | MOTIVATING PEOPLE/REQ                    | 312 | 9.3205128 | 1.0015241 | 4.0000000   | 10.0000000 |
| 42DELTA        | DELTA-MOTIVATING PEOPLE                  | 311 | 0.9678457 | 1.4342340 | -5.0000000  | 6.0000000  |
| 43QUES         | EMPLY COORD MECHNSM/CUR                  | 311 | 7.8360129 | 1.6758596 | 0           | 10.0000000 |
| 43QUES         | EMPLY COORD MECHNSM/REQ                  | 312 | 8.7692308 | 1.3997986 | 0           | 10.0000000 |
| 43DELTA        | DELTA-EMPLOY COORD MECHANISMS            | 311 | 0.9324759 | 1.6338701 | -4.0000000  | 7.0000000  |
| 44QUES         | DEVLP SUBORDINATES/CUR                   | 311 | 8.4276527 | 1.4436984 | 4.0000000   | 10.0000000 |
| 44QUES         | DEVLP SUBORDINATES/REQ                   | 312 | 9.0897436 | 1.2571176 | 2.0000000   | 10.0000000 |
| 44DELTA        | DELTA-DEVELOP SUBORDINATES               | 311 | 0.6591640 | 1.5344132 | -5.0000000  | 6.0000000  |
| 45QUES         | UNDRSTND ROLE CO & XO/CUR                | 311 | 8.2186495 | 1.8570978 | 2.0000000   | 10.0000000 |
| 45QUES         | UNDRSTND ROLE CO & XO/REQ                | 312 | 9.0416667 | 1.7278300 | 0           | 10.0000000 |
| 45DELTA        | DELTA-UNDERSTANDING ROLE OF CO/XO        | 311 | 0.8199357 | 2.2011114 | -10.0000000 | 8.0000000  |
| 46QUES         | PROM INNOVT & RISK BHVR/CUR              | 310 | 8.1032258 | 1.7091954 | 2.0000000   | 10.0000000 |
| 46QUES         | PROM INNOVT & RISK BHVR/REQ              | 311 | 8.8392283 | 1.3771891 | 2.0000000   | 10.0000000 |
| 46DELTA        | DELTA-PROM INNOV. & RISK BEHAVIOR        | 310 | 0.7322581 | 1.7411611 | -5.0000000  | 7.0000000  |
| RGMBEN         | ORGANIZATIONAL BEHAVIOR                  | 312 | 8.2884615 | 1.7824064 | 1.0000000   | 10.0000000 |
| RGAGC          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 304 | 8.2159305 | 1.2433215 | 4.0000000   | 10.0000000 |
| RGAGR          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 306 | 9.0546218 | 0.9694657 | 4.4285714   | 10.0000000 |
| RGDELTA        | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 304 | 0.8369361 | 1.2507940 | -3.9285714  | 5.4285714  |

**ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS**

**RANK1=CDR**

| Variable Label |                                     | N  | Mean       | Std Dev   | Minimum    | Maximum    |
|----------------|-------------------------------------|----|------------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR            | 96 | 7.5729167  | 1.9668023 | 1.0000000  | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ            | 96 | 8.3125000  | 1.9963783 | 0          | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OF FORCES      | 96 | 0.7395833  | 2.2675969 | -8.0000000 | 7.0000000  |
| 34QUES         | DEVLP & COMM COND VISION/CUR        | 96 | 7.3229167  | 1.8834168 | 1.0000000  | 10.0000000 |
| 34QUES         | DEVLP & COMM COND VISION/REQ        | 96 | 8.9270833  | 1.5440534 | 1.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION | 96 | 1.16041667 | 2.1739063 | -5.0000000 | 7.0000000  |
| 35QUES         | IMPOUR IND & WORK GRP/CUR           | 96 | 7.9583333  | 1.5621622 | 3.0000000  | 10.0000000 |
| 35QUES         | IMPOUR IND & WORK GRP/REQ           | 96 | 8.9062500  | 1.4731143 | 3.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS     | 96 | 0.9679167  | 1.8771187 | -5.0000000 | 7.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR          | 95 | 8.1578947  | 1.7764164 | 0          | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ          | 95 | 8.6631579  | 1.6282776 | 0          | 10.0000000 |

|         |  |    |           |           |             |            |
|---------|--|----|-----------|-----------|-------------|------------|
| 36DELTA | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 95 | 0.5052632 | 1.7496120 | -4.0000000  | 7.0000000  |
| 37QUES  | BUILDING TRUST/CUR                       | 95 | 8.4842105 | 1.3672706 | 5.0000000   | 10.0000000 |
| 37QUES  | BUILDING TRUST/REQ                       | 96 | 9.3229167 | 1.0808845 | 5.0000000   | 10.0000000 |
| 37DELTA | DELTA-BUILDING TRUST                     | 95 | 0.8315789 | 1.4993093 | -4.0000000  | 5.0000000  |
| 38QUES  | MANAGING CHANGE/CUR                      | 96 | 8.0208333 | 1.5422415 | 4.0000000   | 10.0000000 |
| 38QUES  | MANAGING CHANGE/REQ                      | 96 | 9.2500000 | 0.9947229 | 6.0000000   | 10.0000000 |
| 38DELTA | DELTA-MANAGING CHANGE                    | 96 | 1.2291667 | 1.6123155 | -2.0000000  | 6.0000000  |
| 39QUES  | MANAGING CONFLICT/CUR                    | 96 | 7.7500000 | 1.7229106 | 2.0000000   | 10.0000000 |
| 39QUES  | MANAGING CONFLICT/REQ                    | 96 | 9.2500000 | 1.0662280 | 6.0000000   | 10.0000000 |
| 39DELTA | DELTA-MANAGING CONFLICT                  | 96 | 1.5000000 | 1.7411630 | -3.0000000  | 7.0000000  |
| 40QUES  | BUILDING TEAMWORK/CUR                    | 96 | 8.2187500 | 1.4882213 | 5.0000000   | 10.0000000 |
| 40QUES  | BUILDING TEAMWORK/REQ                    | 96 | 9.3333333 | 1.0327956 | 4.0000000   | 10.0000000 |
| 40DELTA | DELTA-BUILDING TEAMWORK                  | 96 | 1.1145833 | 1.6148638 | -3.0000000  | 5.0000000  |
| 41QUES  | DEVLP POS ORGAN CLIMAT/CUR               | 96 | 8.1562500 | 1.4017142 | 4.0000000   | 10.0000000 |
| 41QUES  | DEVLP POS ORGAN CLIMAT/REQ               | 96 | 9.3333333 | 1.1846978 | 3.0000000   | 10.0000000 |
| 41DELTA | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 96 | 1.1770833 | 1.6732873 | -4.0000000  | 6.0000000  |
| 42QUES  | MOTIVATING PEOPLE/CUR                    | 96 | 7.8541667 | 1.5893009 | 4.0000000   | 10.0000000 |
| 42QUES  | MOTIVATING PEOPLE/REQ                    | 96 | 9.2604167 | 1.3474716 | 2.0000000   | 10.0000000 |
| 42DELTA | DELTA-MOTIVATING PEOPLE                  | 96 | 1.4062500 | 1.6516539 | -4.0000000  | 6.0000000  |
| 43QUES  | EMPTY COORD MECHANISM/CUR                | 96 | 7.5312500 | 1.9625608 | 0           | 10.0000000 |
| 43QUES  | EMPTY COORD-MECHNSM/REQ                  | 96 | 8.6145833 | 1.4536328 | 2.0000000   | 10.0000000 |
| 43DELTA | DELTA-EMPLOY COORD MECHANISMS            | 96 | 1.0333333 | 1.9394338 | -4.0000000  | 6.0000000  |
| 44QUES  | DEVLP SUBORDINATES/CUR                   | 96 | 8.1145833 | 1.6017760 | 3.0000000   | 10.0000000 |
| 44QUES  | DEVLP SUBORDINATES/REQ                   | 96 | 9.2083333 | 1.2218766 | 4.0000000   | 10.0000000 |
| 44DELTA | DELTA-DEVELOP SUBORDINATES               | 96 | 1.0937500 | 1.4873369 | -2.0000000  | 5.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/CUR                | 96 | 7.7187500 | 1.7574091 | 1.0000000   | 10.0000000 |
| 45QUES  | UNDRSTND ROLE CO & XO/REQ                | 96 | 8.9791667 | 1.8352064 | 0           | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 96 | 1.2604167 | 2.4761804 | -10.0000000 | 9.0000000  |
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 96 | 7.7187500 | 1.5403562 | 4.0000000   | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 96 | 8.6562500 | 1.4713268 | 4.0000000   | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 96 | 0.9375000 | 1.7877507 | -5.0000000  | 5.0000000  |
| RGNBEH  | ORGANIZATIONAL BEHAVIOR                  | 96 | 7.9270833 | 2.1484133 | 1.0000000   | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 96 | 7.9118541 | 1.2240470 | 4.7142857   | 9.9285714  |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 95 | 8.9954887 | 1.0523020 | 4.6428571   | 10.0000000 |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 96 | 1.0790274 | 1.3278002 | -2.6428571  | 4.5000000  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

RANK1=LCDR

| Variable Label |   | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|---|----|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OF FORC/CUR                | 44 | 7.1363636 | 2.4739659 | 0          | 10.0000000 |
| 33QUES         | KNOW SUP REQ OF FORC/REQ                | 43 | 8.7674419 | 1.4282392 | 5.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OF FORCES          | 43 | 1.6976764 | 1.9824814 | -2.0000000 | 7.0000000  |
| 34QUES         | DEVLP & COMM COMD VISH/CUR              | 44 | 7.4545455 | 1.9223840 | 2.0000000  | 10.0000000 |
| 34QUES         | DEVLP & COMM COMD VISH/REQ              | 43 | 8.7674419 | 1.6159504 | 3.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION     | 43 | 1.3720930 | 2.0589324 | -4.0000000 | 7.0000000  |
| 35QUES         | IMPWR IND & WORK GRP/CUR                | 44 | 7.9772727 | 1.9823481 | 2.0000000  | 10.0000000 |
| 35QUES         | IMPWR IND & WORK GRP/REQ                | 43 | 8.8139535 | 1.5622910 | 3.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS         | 43 | 0.8837209 | 1.6505310 | -2.0000000 | 5.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR              | 42 | 7.8809524 | 2.2867847 | 0          | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ              | 42 | 8.6428571 | 1.4620638 | 5.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE | 41 | 0.8292683 | 1.8695245 | -2.0000000 | 8.0000000  |
| 37QUES         | BUILDING TRUST/CUR                      | 44 | 8.6818182 | 1.3601082 | 4.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                      | 43 | 9.3953488 | 1.1575741 | 5.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                    | 43 | 0.7441860 | 1.1566171 | -2.0000000 | 4.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                     | 44 | 8.4318182 | 1.4207389 | 4.0000000  | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                     | 43 | 9.2790696 | 1.1613945 | 6.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                   | 43 | 0.8837209 | 1.1993908 | -3.0000000 | 4.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                   | 44 | 8.2954545 | 1.4399539 | 4.0000000  | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                   | 43 | 9.3488372 | 0.9972276 | 7.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                 | 43 | 1.0930233 | 1.3595159 | -2.0000000 | 5.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                   | 44 | 8.4318182 | 1.5310390 | 4.0000000  | 10.0000000 |
| 40QUES         | BUILDING TEAMWORK/REQ                   | 43 | 9.2325581 | 1.1513390 | 6.0000000  | 10.0000000 |
| 40DELTA        | DELTA-BUILDING TEAMWORK                 | 43 | 0.8572093 | 1.2711119 | -2.0000000 | 4.0000000  |
| 41QUES         | DEVLP POS ORGAN CLIMAT/CUR              | 44 | 8.4318182 | 1.4690248 | 4.0000000  | 10.0000000 |
| 41QUES         | DEVLP POS ORGAN CLIMAT/REQ              | 43 | 9.4186047 | 0.9058686 | 7.0000000  | 10.0000000 |
| 41DELTA        | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT  | 43 | 1.0232558 | 1.3360990 | -2.0000000 | 5.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                   | 44 | 8.3181818 | 1.5061537 | 4.0000000  | 10.0000000 |
| 42QUES         | MOTIVATING PEOPLE/REQ                   | 43 | 9.4186047 | 0.9815575 | 6.0000000  | 10.0000000 |

|         |  |    |           |           |            |            |
|---------|--|----|-----------|-----------|------------|------------|
| 42DELTA | DELTA-MOTIVATING PEOPLE                  | 43 | 1.1395349 | 1.5052511 | -2.0000000 | 5.0000000  |
| 43QUES  | EMPLY COORD MECHNSH/CUR                  | 44 | 7.3409091 | 1.6836171 | 4.0000000  | 10.0000000 |
| 43QUES  | EMPLY COORD MECHNSH/REQ                  | 43 | 8.6976744 | 1.1656775 | 5.0000000  | 10.0000000 |
| 43DELTA | DELTA-EMPLOY COORD MECHANISMS            | 43 | 1.4186047 | 1.7075819 | -2.0000000 | 5.0000000  |
| 44QUES  | DEVLP SUBORDINATES/CUR                   | 44 | 8.2500000 | 1.4487364 | 5.0000000  | 10.0000000 |
| 44QUES  | DEVLP SUBORDINATES/REQ                   | 43 | 9.1162791 | 1.0512872 | 7.0000000  | 10.0000000 |
| 44DELTA | DELTA-DEVELOP SUBORDINATES               | 43 | 0.9069767 | 1.5246226 | -2.0000000 | 5.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/CUR                | 44 | 7.5909091 | 2.1708232 | 0          | 10.0000000 |
| 45QUES  | UNDRSTND ROLE CO & XO/REQ                | 43 | 9.0697674 | 1.0778141 | 6.0000000  | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 43 | 1.5348837 | 2.1968466 | -2.0000000 | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 44 | 7.8409091 | 1.7245583 | 3.0000000  | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 43 | 8.6744186 | 1.3578858 | 5.0000000  | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 43 | 0.8837209 | 1.4993539 | -2.0000000 | 4.0000000  |
| RGMBEH  | ORGANIZATIONAL BEHAVIOR                  | 44 | 7.7727273 | 2.0444324 | 1.0000000  | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 42 | 8.0306122 | 1.1656207 | 4.6428571  | 10.0000000 |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 42 | 9.0816327 | 0.8192209 | 7.0000000  | 10.0000000 |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 41 | 1.0940767 | 1.0610737 | -2.0000000 | 2.9285714  |

**ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS**

-----  
RANK1=OTHER-----

| Variable Label | N  | Mean | Std Dev   | Minimum   | Maximum    |            |
|----------------|--|------|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                 | 11   | 6.6363636 | 2.5009089 | 3.0000000  | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                 | 11   | 7.9090909 | 0.9438798 | 7.0000000  | 10.0000000 |
| 35DELTA        | DELTA-KNOW & SUPPORT OPF FORCES          | 11   | 1.2727273 | 2.6866674 | -3.0000000 | 5.0000000  |
| 34QUES         | DEVLP & COMM COMD VISION/CUR             | 11   | 7.0000000 | 2.2803509 | 3.0000000  | 10.0000000 |
| 34QUES         | DEVLP & COMM COMD VISION/REQ             | 11   | 8.1818182 | 1.4012981 | 5.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION      | 11   | 1.1818182 | 2.6388703 | -2.0000000 | 5.0000000  |
| 35QUES         | IMPWR IND & WORK GRP/CUR                 | 11   | 7.5454545 | 2.0670576 | 3.0000000  | 10.0000000 |
| 35QUES         | IMPWR IND & WORK GRP/REQ                 | 11   | 8.4545455 | 1.4396969 | 6.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS          | 11   | 0.9090909 | 2.3001976 | -2.0000000 | 5.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR               | 11   | 7.0909091 | 1.9211739 | 3.0000000  | 9.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ               | 11   | 7.6363636 | 1.5015144 | 5.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 11   | 0.5454545 | 2.5045413 | -3.0000000 | 5.0000000  |
| 37QUES         | BUILDING TRUST/CUR                       | 11   | 8.0000000 | 1.3416408 | 6.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                       | 11   | 8.3636364 | 1.3618170 | 6.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                     | 11   | 0.3636364 | 2.0135902 | -3.0000000 | 4.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                      | 11   | 7.1818182 | 1.4012981 | 5.0000000  | 9.0000000  |
| 38QUES         | MANAGING CHANGE/REQ                      | 11   | 8.3636364 | 1.2060454 | 6.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                    | 11   | 1.1818182 | 2.1362669 | -1.0000000 | 5.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                    | 11   | 7.0000000 | 1.3416408 | 5.0000000  | 9.0000000  |
| 39QUES         | MANAGING CONFLICT/REQ                    | 11   | 8.2727273 | 1.1908744 | 6.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                  | 11   | 1.2727273 | 1.9021519 | -1.0000000 | 5.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                    | 11   | 7.4545455 | 1.3684763 | 5.0000000  | 9.0000000  |
| 40QUES         | BUILDING TEAMWORK/REQ                    | 11   | 8.5454545 | 1.1281521 | 7.0000000  | 10.0000000 |
| 40DELTA        | DELTA-BUILDING TEAMWORK                  | 11   | 1.0909091 | 1.7580981 | -2.0000000 | 4.0000000  |
| 41QUES         | DEVLP POS ORGAN CLIMAT/CUR               | 11   | 7.6363636 | 1.5666989 | 5.0000000  | 9.0000000  |
| 41QUES         | DEVLP POS ORGAN CLIMAT/REQ               | 11   | 8.5454545 | 0.9341987 | 7.0000000  | 10.0000000 |
| 41DELTA        | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 11   | 0.9090909 | 2.0225996 | -2.0000000 | 4.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                    | 11   | 7.7272727 | 1.5550504 | 5.0000000  | 10.0000000 |
| 42QUES         | MOTIVATING PEOPLE/REQ                    | 11   | 8.6363636 | 1.1200649 | 7.0000000  | 10.0000000 |
| 42DELTA        | DELTA-MOTIVATING PEOPLE                  | 11   | 0.9090909 | 1.7580981 | -2.0000000 | 4.0000000  |
| 43QUES         | EMPLY COORD MECHNSH/CUR                  | 11   | 6.3636364 | 1.6292776 | 4.0000000  | 9.0000000  |
| 43QUES         | EMPLY COORD MECHNSH/REQ                  | 11   | 7.7272727 | 1.2720778 | 6.0000000  | 10.0000000 |
| 43DELTA        | DELTA-EMPLOY COORD MECHANISMS            | 11   | 1.3636364 | 2.2922795 | -2.0000000 | 5.0000000  |
| 44QUES         | DEVLP SUBORDINATES/CUR                   | 11   | 7.7272727 | 1.2720778 | 6.0000000  | 9.0000000  |
| 44QUES         | DEVLP SUBORDINATES/REQ                   | 11   | 8.3636364 | 1.0269106 | 7.0000000  | 10.0000000 |
| 44DELTA        | DELTA-DEVELOP SUBORDINATES               | 11   | 0.6363636 | 1.7477258 | -2.0000000 | 4.0000000  |
| 45QUES         | UNDRSTND ROLE CO & XO/CUR                | 11   | 7.2727273 | 2.1950357 | 3.0000000  | 10.0000000 |
| 45QUES         | UNDRSTND ROLE CO & XO/REQ                | 11   | 8.3636364 | 1.5666989 | 5.0000000  | 10.0000000 |
| 45DELTA        | DELTA-UNDERSTANDING ROLE OF CO/XO        | 11   | 1.0909091 | 2.9139165 | -3.0000000 | 7.0000000  |
| 46QUES         | PROM INNOVT & RISK BHVR/CUR              | 11   | 6.8181818 | 1.7215215 | 4.0000000  | 9.0000000  |
| 46QUES         | PROM INNOVT & RISK BHVR/REQ              | 11   | 7.6363636 | 1.0269106 | 6.0000000  | 9.0000000  |
| 46DELTA        | DELTA-PROM INNOV. & RISK BEHAVIOR        | 11   | 0.8181818 | 1.9908883 | -2.0000000 | 5.0000000  |
| RGMBEH         | ORGANIZATIONAL BEHAVIOR                  | 11   | 7.4545455 | 1.8635255 | 4.0000000  | 10.0000000 |
| RGAGC          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 11   | 7.2467532 | 1.4812996 | 4.6428571  | 8.7857143  |
| RGAGR          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 11   | 8.2162857 | 0.9465296 | 6.5714286  | 9.9285714  |
| RGDELTA        | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 11   | 0.9675325 | 1.8855962 | -1.2857143 | 4.6428571  |

MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS

----- RANK1=

| Variable Label |  | N | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|---|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 3 | 7.0000000 | 1.0000000 | 6.0000000  | 8.0000000  |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 3 | 8.0000000 | 2.0000000 | 6.0000000  | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 3 | 1.0000000 | 1.0000000 | 0          | 2.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 3 | 8.0000000 | 1.0000000 | 7.0000000  | 9.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 3 | 8.3333333 | 1.5275252 | 7.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 3 | 0.3333333 | 2.0816660 | -2.0000000 | 2.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 3 | 7.6666667 | 1.5275252 | 6.0000000  | 9.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 3 | 8.0000000 | 1.7320508 | 7.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 3 | 0.3333333 | 2.0816660 | -2.0000000 | 2.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 3 | 4.0000000 | 3.0000000 | 1.0000000  | 7.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 3 | 6.6666667 | 1.5275252 | 5.0000000  | 8.0000000  |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 3 | 2.6666667 | 1.5275252 | 1.0000000  | 4.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 3 | 7.3333333 | 1.5275252 | 6.0000000  | 9.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 3 | 7.3333333 | 2.5166115 | 5.0000000  | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 3 | 0         | 1.0000000 | -1.0000000 | 1.0000000  |
| 52QUES         | PRON ETHICL PRAC IN OPS/CUR              | 3 | 8.3333333 | 0.5773503 | 8.0000000  | 9.0000000  |
| 52QUES         | PRON ETHICL PRAC IN OPS/REQ              | 3 | 9.0000000 | 1.7320508 | 7.0000000  | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 3 | 0         | 0         | 0          | 0          |
| 0              |  |   |           |           |            |            |
| ANPOWER        | MANPOWER/HUMAN RES MGMT                  | 3 | 8.3333333 | 2.0816660 | 6.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 3 | 7.0555556 | 0.8221471 | 6.5000000  | 8.0000000  |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 3 | 7.8888889 | 1.5752719 | 6.6666667  | 9.6666667  |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 3 | 0.8333333 | 0.7637626 | 0.1666667  | 1.6666667  |

----- RANK1=ADM -----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 10 | 7.4000000 | 1.4298407 | 5.0000000  | 9.0000000  |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 10 | 8.5000000 | 0.8498366 | 7.0000000  | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 10 | 1.1000000 | 1.1005049 | -1.0000000 | 3.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 10 | 8.4000000 | 1.6465452 | 5.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 10 | 8.7000000 | 0.9486833 | 7.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 10 | 0.3000000 | 1.2516656 | -2.0000000 | 3.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 10 | 7.7000000 | 1.4181365 | 5.0000000  | 9.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 10 | 8.8000000 | 1.0327956 | 7.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 10 | 1.1000000 | 1.4491377 | -1.0000000 | 3.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 10 | 6.5000000 | 1.4337209 | 5.0000000  | 8.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 10 | 8.5000000 | 0.8498366 | 7.0000000  | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 10 | 2.0000000 | 1.0540926 | 1.0000000  | 4.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 10 | 8.2000000 | 1.6193277 | 5.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 10 | 8.9000000 | 0.5676462 | 8.0000000  | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 10 | 0.7000000 | 1.6363917 | -2.0000000 | 4.0000000  |
| 52QUES         | PRON ETHICL PRAC IN OPS/CUR              | 10 | 9.3000000 | 0.9486833 | 7.0000000  | 10.0000000 |
| 52QUES         | PRON ETHICL PRAC IN OPS/REQ              | 10 | 9.8000000 | 0.4216370 | 9.0000000  | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 10 | 0.7000000 | 0.4830459 | 0          | 1.0000000  |
| ANPOWER        | MANPOWER/HUMAN RES MGMT                  | 10 | 9.0000000 | 1.0540926 | 7.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 10 | 7.9166667 | 1.1526941 | 5.3333333  | 9.1666667  |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 10 | 8.8666667 | 0.6703601 | 7.6666667  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 10 | 0.9500000 | 0.9783142 | -0.8333333 | 3.1666667  |

MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS

----- RANK1=CAPT -----

| Variable Label |                              | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|------------------------------|-----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR  | 311 | 6.3987138 | 2.1103122 | 0          | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ  | 312 | 8.0384615 | 1.9425333 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL | 311 | 1.6398714 | 2.3716508 | -8.0000000 | 8.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR  | 311 | 7.9453376 | 1.5240764 | 3.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ  | 312 | 8.5865385 | 1.5628972 | 0          | 10.0000000 |

|         |  |     |           |           |            |            |
|---------|--|-----|-----------|-----------|------------|------------|
| 48DELTA | DELTA-MANAGING MIL PERSONNEL             | 311 | 0.6366559 | 1.7761340 | -8.0000000 | 7.0000000  |
| 49QUES  | EVAL MANPWR STAF NEEDS/CUR               | 310 | 7.3645161 | 1.8202472 | 0          | 10.0000000 |
| 49QUES  | EVAL MANPWR STAF NEEDS/REQ               | 311 | 8.4726688 | 1.4674068 | 0          | 10.0000000 |
| 49DELTA | DELTA-EVAL MANPOWER STAFFING NEEDS       | 310 | 1.1032258 | 1.8351977 | -5.0000000 | 7.0000000  |
| 50QUES  | MANAGE LABOR RELATIONS/CUR               | 309 | 5.1229773 | 2.6219149 | 0          | 10.0000000 |
| 50QUES  | MANAGE LABOR RELATIONS/REQ               | 310 | 7.0419355 | 2.7035006 | 0          | 10.0000000 |
| 50DELTA | DELTA-MANAGE LABOR RELATIONS             | 309 | 1.9255663 | 2.9050382 | -7.0000000 | 10.0000000 |
| 51QUES  | MANG MULTI-CULT DIVRSTY/CUR              | 311 | 7.4662379 | 1.8008918 | 2.0000000  | 10.0000000 |
| 51QUES  | MANG MULTI-CULT DIVRSTY/REQ              | 312 | 8.1891026 | 1.8390573 | 0          | 10.0000000 |
| 51DELTA | DELTA-MANAGE MULTI-CULT DIVERSITY        | 311 | 0.7202572 | 1.9581611 | -9.0000000 | 6.0000000  |
| 52QUES  | PROM ETHNCL PRAC IN OPS/CUR              | 310 | 8.3709677 | 1.5033282 | 3.0000000  | 10.0000000 |
| 52QUES  | PROM ETHNCL PRAC IN OPS/REQ              | 311 | 9.0192926 | 1.3653361 | 2.0000000  | 10.0000000 |
| 52DELTA | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 312 | 0.4615385 | 0.4993193 | 0          | 1.0000000  |
| ANPOWER | MANPOWER/HUMAN RES MGMT                  | 312 | 8.2263590 | 1.5676542 | 2.0000000  | 10.0000000 |
| ANAGC   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 308 | 7.1033550 | 1.4821460 | 2.0000000  | 10.0800000 |
| ANAGR   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 309 | 8.2254585 | 1.4700764 | 2.6666667  | 10.0000000 |
| ANDELTA | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 308 | 1.1206710 | 1.6023853 | -5.0000000 | 5.1666667  |

----- RANK1=CDR -----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 96 | 6.5520833 | 2.4011830 | 1.0000000  | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 96 | 8.1250000 | 1.9960487 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 96 | 1.5729167 | 2.6147146 | -7.0000000 | 7.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 96 | 7.9791667 | 1.6414318 | 4.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 96 | 8.6354167 | 1.4966909 | 1.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 96 | 0.6562500 | 1.6340336 | -8.0000000 | 5.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 95 | 7.2210526 | 2.0842824 | 1.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 95 | 8.4000000 | 1.5533081 | 1.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 95 | 1.1789474 | 2.3922701 | -8.0000000 | 6.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 96 | 5.0208333 | 2.8909265 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 96 | 7.1979167 | 2.4904863 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 96 | 2.1770833 | 3.0122375 | -7.0000000 | 9.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 96 | 7.2395833 | 2.0557739 | 2.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 96 | 7.8958333 | 2.2500487 | 0          | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 96 | 0.6562500 | 2.2703031 | -9.0000000 | 7.0000000  |
| 52QUES         | PROM ETHNCL PRAC IN OPS/CUR              | 96 | 8.3750000 | 1.4814644 | 3.0000000  | 10.0000000 |
| 52QUES         | PROM ETHNCL PRAC IN OPS/REQ              | 96 | 8.9687500 | 1.9109277 | 0          | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 96 | 0.4583333 | 0.5008764 | 0          | 1.0000000  |
| ANPOWER        | MANPOWER/HUMAN RES MGMT                  | 96 | 8.0520833 | 1.7910291 | 2.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 95 | 7.0669123 | 1.6601659 | 3.1666667  | 10.0000000 |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 95 | 8.2070175 | 1.5840733 | 1.0000000  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 95 | 1.1421053 | 1.8920276 | -7.6666667 | 5.3333333  |

#### MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS

----- RANK1=LCDR -----

| Variable Label |                                    | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|------------------------------------|----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR        | 44 | 6.6590909 | 2.6496440 | 0          | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ        | 43 | 8.6511628 | 1.2702403 | 5.0000000  | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL       | 43 | 2.0697674 | 2.4436053 | -2.0000000 | 9.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR        | 44 | 7.9090909 | 1.7760445 | 3.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ        | 43 | 8.9302326 | 1.0093692 | 7.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL       | 43 | 1.0697674 | 1.7374769 | -2.0000000 | 5.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR         | 44 | 7.3181818 | 2.0089651 | 2.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ         | 43 | 8.6511628 | 1.1102063 | 6.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS | 43 | 1.3953488 | 1.9777276 | -2.0000000 | 6.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR         | 44 | 5.0654545 | 2.7530494 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ         | 43 | 7.3953488 | 2.0718009 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS       | 43 | 2.4651163 | 3.0106860 | -6.0000000 | 9.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR        | 44 | 7.3409091 | 2.0224689 | 2.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ        | 43 | 7.6046512 | 2.2901397 | 0          | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY  | 43 | 0.3255814 | 1.6434709 | -5.0000000 | 4.0000000  |
| 52QUES         | PROM ETHNCL PRAC IN OPS/CUR        | 44 | 8.4545455 | 1.5470083 | 4.0000000  | 10.0000000 |
| 52QUES         | PROM ETHNCL PRAC IN OPS/REQ        | 43 | 9.0232558 | 1.5037789 | 5.0000000  | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS  | 44 | 0.5000000 | 0.5057805 | 0          | 1.0000000  |

|         |  |    |           |           |            |            |
|---------|--|----|-----------|-----------|------------|------------|
| ANPOWER | MANPOWER/HUMAN RES MGMT                  | 44 | 8.0000000 | 1.8172302 | 4.0000000  | 10.0000000 |
| ANAGC   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 44 | 7.1212121 | 1.7055024 | 3.1666667  | 10.0000000 |
| ANAGR   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 43 | 8.3759690 | 1.1121581 | 6.3333333  | 10.0000000 |
| ANDELTA | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 43 | 1.3217054 | 1.4617682 | -1.6666667 | 4.0000000  |

----- RANK1=OTHER -----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 11 | 6.5454545 | 2.6594600 | 2.0000000  | 9.0000000  |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 11 | 8.0909091 | 0.9438798 | 7.0000000  | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 11 | 1.5454545 | 2.9787124 | -2.0000000 | 7.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 11 | 7.6363636 | 1.9116865 | 4.0000000  | 9.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 11 | 8.5454545 | 0.9341987 | 7.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 11 | 0.9090909 | 2.1658507 | -2.0000000 | 5.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 11 | 6.5454545 | 2.2962420 | 3.0000000  | 9.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 11 | 8.5454545 | 0.8201995 | 7.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 11 | 2.0000000 | 2.6832816 | -1.0000000 | 6.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 11 | 4.7272727 | 2.5334131 | 1.0000000  | 9.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 11 | 7.3636364 | 1.9632996 | 4.0000000  | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 11 | 2.6363636 | 3.6680438 | -4.0000000 | 8.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 11 | 6.2727273 | 2.0045403 | 3.0000000  | 9.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 11 | 7.6363636 | 1.7477258 | 4.0000000  | 9.0000000  |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 11 | 1.3636364 | 3.0421284 | -5.0000000 | 6.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/CUR              | 11 | 6.9090909 | 1.5782614 | 4.0000000  | 9.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/REQ              | 11 | 8.4545455 | 1.5075567 | 5.0000000  | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 11 | 0.2727273 | 0.4670994 | 0          | 1.0000000  |
| ANPOWER        | MANPOWER/HUMAN RES MGMT                  | 11 | 7.9090909 | 1.9211739 | 4.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 11 | 6.4393939 | 1.8727175 | 3.0000000  | 9.0000000  |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 11 | 8.1060606 | 0.8105990 | 7.0000000  | 9.5000000  |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 11 | 1.6666667 | 2.5055494 | -1.6666667 | 6.1666667  |

#### COMMUNICATIONS ISSUES MEANS AND DELTAS

----- RANK1=-----

| Variable Label |                                      | N | Mean       | Std Dev   | Minimum    | Maximum    |
|----------------|--------------------------------------|---|------------|-----------|------------|------------|
| C53QUES        | WRITING EFFECTIVELY/CUR              | 3 | 7.3333333  | 1.5275252 | 6.0000000  | 9.0000000  |
| R53QUES        | WRITING EFFECTIVELY/REQ              | 3 | 9.0000000  | 1.0000000 | 8.0000000  | 10.0000000 |
| Q53DELTA       | DELTA-WRITING EFFECTIVELY            | 3 | 1.6666667  | 2.3094011 | -1.0000000 | 3.0000000  |
| C54QUES        | POS & NEG FEEDBACK/CUR               | 3 | 7.3333333  | 1.1547005 | 6.0000000  | 8.0000000  |
| R54QUES        | POS & NEG FEEDBACK/REQ               | 3 | 9.0000000  | 1.0000000 | 8.0000000  | 10.0000000 |
| Q54DELTA       | DELTA-POS & NEG FEEDBACK             | 3 | 1.6666667  | 1.5275252 | 0          | 3.0000000  |
| C55QUES        | DELVR EFF ORAL PRES/CUR              | 3 | 8.0000000  | 1.0000000 | 7.0000000  | 9.0000000  |
| R55QUES        | DELVR EFF ORAL PRES/REQ              | 3 | 8.6666667  | 2.3094011 | 6.0000000  | 10.0000000 |
| Q55DELTA       | DELTA-DELV EFF ORAL PRESENTATION     | 3 | 0.6666667  | 1.5275252 | -1.0000000 | 2.0000000  |
| C56QUES        | LISTENING EFFECTIVELY/CUR            | 3 | 8.0000000  | 0         | 8.0000000  | 8.0000000  |
| R56QUES        | LISTENING EFFECTIVELY/REQ            | 3 | 9.3333333  | 1.1547005 | 8.0000000  | 10.0000000 |
| Q56DELTA       | DELTA-LISTENING EFFECTIVELY          | 3 | 1.3333333  | 1.1547005 | 0          | 2.0000000  |
| C57QUES        | BLD WORK & SUPRT RELTN/CUR           | 3 | 8.0000000  | 1.0000000 | 7.0000000  | 9.0000000  |
| R57QUES        | BLD WORK & SUPRT RELTN/REQ           | 3 | 10.0000000 | 0         | 10.0000000 | 10.0000000 |
| Q57DELTA       | DELTA-BUILD WORKING & SUPPORT RELAT  | 3 | 2.0000000  | 1.0000000 | 1.0000000  | 3.0000000  |
| C58QUES        | REP ORGN TO EXTRNL GRP/CUR           | 3 | 7.6666667  | 1.5275252 | 6.0000000  | 9.0000000  |
| R58QUES        | REP ORGN TO EXTRNL GRP/REQ           | 3 | 9.3333333  | 1.1547005 | 8.0000000  | 10.0000000 |
| Q58DELTA       | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 3 | 1.6666667  | 0.5773503 | 1.0000000  | 2.0000000  |
| C59QUES        | CLIMATE OF OPEN COMM/CUR             | 3 | 7.3333333  | 0.5773503 | 7.0000000  | 8.0000000  |
| R59QUES        | CLIMATE OF OPEN COMM/REQ             | 3 | 9.3333333  | 1.1547005 | 8.0000000  | 10.0000000 |
| Q59DELTA       | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 3 | 2.0000000  | 1.0000000 | 1.0000000  | 3.0000000  |
| C60QUES        | CONDUCT MEETINGS EFF/CUR             | 3 | 8.6666667  | 0.5773503 | 8.0000000  | 9.0000000  |
| R60QUES        | CONDUCT MEETINGS EFF/REQ             | 3 | 9.3333333  | 1.1547005 | 8.0000000  | 10.0000000 |
| Q60DELTA       | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 3 | 0.6666667  | 1.5275252 | -1.0000000 | 2.0000000  |
| COMM           | COMMUNICATION                        | 3 | 9.3333333  | 1.1547005 | 8.0000000  | 10.0000000 |
| COMAGC         | AGGREGATE--COMMUNICATIONS/C          | 3 | 7.7916667  | 0.1909407 | 7.6250000  | 8.0000000  |
| COMAGR         | AGGREGATE--COMMUNICATIONS/R          | 3 | 9.2500000  | 1.0897267 | 8.0000000  | 10.0000000 |
| COMDELTA       | AGGREGATE DELTA--COMMUNICATIONS      | 3 | 1.4583333  | 1.0921119 | 0.2500000  | 2.3750000  |

----- RANK1=ADM -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 10 | 8.8000000 | 1.0327956 | 7.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 10 | 9.7000000 | 0.4830459 | 9.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 10 | 0.9000000 | 0.9944289 | 0          | 3.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 10 | 8.7000000 | 0.8232726 | 8.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 10 | 9.7000000 | 0.4830459 | 9.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 10 | 1.0000000 | 0.8164966 | 0          | 2.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 10 | 8.8000000 | 0.9189366 | 7.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 10 | 9.7000000 | 0.4830459 | 9.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 10 | 0.9000000 | 0.9944289 | 0          | 3.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 10 | 9.1000000 | 0.9944289 | 8.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 10 | 9.9000000 | 0.3162278 | 9.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 10 | 0.8000000 | 1.1352924 | -1.0000000 | 2.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 10 | 8.9000000 | 1.1005049 | 7.0000000  | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 10 | 9.8000000 | 0.4216370 | 9.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 10 | 0.9000000 | 0.9944289 | 0          | 3.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 10 | 9.3000000 | 1.0593499 | 7.0000000  | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 10 | 9.8000000 | 0.4216370 | 9.0000000  | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 10 | 0.5000000 | 0.7071068 | 0          | 2.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 10 | 9.3000000 | 0.8232726 | 8.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 10 | 9.8000000 | 0.4216370 | 9.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 10 | 0.5000000 | 0.8498366 | 0          | 2.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 10 | 8.9000000 | 0.8755950 | 8.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 10 | 9.7000000 | 0.4830459 | 9.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 10 | 0.8000000 | 0.9189366 | 0          | 2.0000000  |
| COMM     | COMMUNICATION                        | 10 | 9.8000000 | 0.4216370 | 9.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 10 | 8.9750000 | 0.6313566 | 8.2500000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 10 | 9.7625000 | 0.4016027 | 9.0000000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 10 | 0.7875000 | 0.5560588 | 0          | 1.5000000  |

#### COMMUNICATIONS ISSUES MEANS AND DELTAS

RANK1=CAPT

| Variable | Label                                | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|--------------------------------------|-----|-----------|-----------|-------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 311 | 8.5305466 | 1.2718539 | 4.0000000   | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 312 | 9.2051282 | 1.0376696 | 5.0000000   | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 311 | 0.6720257 | 1.3057523 | -5.0000000  | 5.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 311 | 8.2443730 | 1.3765638 | 3.0000000   | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 312 | 9.1858974 | 1.1470891 | 0           | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 311 | 0.9389068 | 1.5448554 | -10.0000000 | 7.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 311 | 8.0675241 | 1.4586582 | 3.0000000   | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 312 | 9.0512821 | 1.1300905 | 4.0000000   | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 311 | 0.9807074 | 1.6262804 | -4.0000000  | 7.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 311 | 8.3311897 | 1.4711061 | 1.0000000   | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 312 | 9.3429487 | 0.9859210 | 3.0000000   | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 311 | 1.0096463 | 1.5912777 | -4.0000000  | 9.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 310 | 7.7516129 | 1.7477440 | 0           | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 311 | 8.8392283 | 1.2648619 | 0           | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 310 | 1.0838710 | 1.7064691 | -4.0000000  | 7.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 311 | 7.6816720 | 1.9087959 | 1.0000000   | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 312 | 8.5641026 | 1.6382859 | 0           | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 311 | 0.8778135 | 1.7591759 | -6.0000000  | 8.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 311 | 8.5980707 | 1.2835923 | 4.0000000   | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 312 | 9.2884615 | 0.9723483 | 5.0000000   | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 311 | 0.6881029 | 1.2401170 | -4.0000000  | 5.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 311 | 8.0803859 | 1.4289522 | 4.0000000   | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 312 | 9.0833333 | 1.0993031 | 3.0000000   | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 311 | 1.0000000 | 1.4300914 | -4.0000000  | 5.0000000  |
| COMM     | COMMUNICATION                        | 312 | 8.8750000 | 1.7012621 | 1.0000000   | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 310 | 8.1657258 | 1.1182622 | 4.7500000   | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 311 | 9.0707395 | 0.8960149 | 5.2500000   | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 310 | 0.9020161 | 1.1433137 | -3.7500000  | 4.5000000  |

RANK1=CDR

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 96 | 8.3645833 | 1.2741957 | 5.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 96 | 9.2083333 | 1.0752397 | 5.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 96 | 0.8437500 | 1.4240648 | -3.0000000 | 5.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 96 | 8.1458333 | 1.4580388 | 4.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 96 | 9.2083333 | 1.0251230 | 5.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 96 | 1.0625000 | 1.5547042 | -3.0000000 | 6.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 96 | 7.8437500 | 1.6243420 | 4.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 96 | 9.1145833 | 0.9933441 | 5.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 96 | 1.2708333 | 1.6825993 | -2.0000000 | 6.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 96 | 8.0625000 | 1.5681870 | 3.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 96 | 9.4375000 | 0.8683014 | 7.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 96 | 1.3750000 | 1.6367490 | -2.0000000 | 7.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 96 | 7.3958333 | 1.8265825 | 1.0000000  | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 96 | 8.7708333 | 1.3493013 | 3.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 96 | 1.3750000 | 1.8764468 | -3.0000000 | 7.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 96 | 7.7916667 | 1.7646629 | 1.0000000  | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 96 | 8.7500000 | 1.3298199 | 4.0000000  | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 96 | 0.9583333 | 1.9353589 | -4.0000000 | 7.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 96 | 8.6145833 | 1.3944989 | 3.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 96 | 9.2916667 | 1.0148027 | 5.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 96 | 0.6770833 | 1.1470309 | -2.0000000 | 4.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 96 | 8.1458333 | 1.4065947 | 4.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 96 | 9.0000000 | 1.2565617 | 2.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 96 | 0.8541667 | 1.6668860 | -7.0000000 | 6.0000000  |
| COMM     | COMMUNICATION                        | 96 | 8.6875000 | 1.8767974 | 2.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 96 | 8.0455729 | 1.1479558 | 5.1250000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 96 | 9.0976563 | 0.8738156 | 5.6250000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 96 | 1.0520833 | 1.1785733 | -1.8750000 | 4.7500000  |

#### COMMUNICATIONS ISSUES MEANS AND DELTAS

RANK1=LCDR

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING_EFFECTIVELY/CUR              | 44 | 8.4090909 | 1.5449570 | 3.0000000  | 10.0000000 |
| R53QUES  | WRITING_EFFECTIVELY/REQ              | 43 | 9.3953488 | 0.8205554 | 8.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 43 | 1.0232558 | 1.6545518 | -2.0000000 | 7.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 44 | 8.2045455 | 1.3043674 | 5.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 43 | 9.0930233 | 0.9465213 | 7.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 43 | 0.9302326 | 1.2610530 | -2.0000000 | 4.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 44 | 8.3409091 | 1.3799761 | 5.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 43 | 9.2325581 | 0.8954171 | 7.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 43 | 0.9302326 | 1.3521649 | -2.0000000 | 4.0000000  |
| C56QUES  | LISTENING_EFFECTIVELY/CUR            | 44 | 8.3863363 | 1.4975314 | 3.0000000  | 10.0000000 |
| R56QUES  | LISTENING_EFFECTIVELY/REQ            | 43 | 9.3023256 | 0.8873418 | 8.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 43 | 0.9534884 | 1.3793285 | -2.0000000 | 5.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 44 | 7.1363636 | 2.2884026 | 0          | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 43 | 8.5116279 | 1.8564186 | 2.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 43 | 1.4418605 | 2.2071564 | -4.0000000 | 6.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 44 | 7.3409091 | 2.3121839 | 0          | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 43 | 8.4186047 | 2.0613514 | 0          | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 43 | 1.1395349 | 1.7536546 | -4.0000000 | 6.0000000  |
| C59QUES  | CLIMATE_OF_OPEN_COMM/CUR             | 44 | 8.5454545 | 1.3546568 | 6.0000000  | 10.0000000 |
| R59QUES  | CLIMATE_OF_OPEN_COMM/REQ             | 43 | 9.1860465 | 0.9821215 | 6.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 43 | 0.6744186 | 1.1280183 | -2.0000000 | 3.0000000  |
| C60QUES  | CONDUCT_MEETINGS_EFF/CUR             | 43 | 7.9534884 | 1.4301763 | 5.0000000  | 10.0000000 |
| R60QUES  | CONDUCT_MEETINGS_EFF/REQ             | 43 | 8.9767442 | 1.1849929 | 5.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 42 | 1.0714286 | 1.5364333 | -3.0000000 | 5.0000000  |
| COMM     | COMMUNICATION                        | 44 | 8.4090909 | 2.2754318 | 2.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 43 | 8.0465116 | 1.2241443 | 5.2500000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 43 | 9.0145349 | 0.9174277 | 6.5000000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 42 | 1.0029762 | 1.0867439 | -2.0000000 | 3.3750000  |

RANK1=OTHER

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 11 | 7.7272727 | 2.1019471 | 4.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 11 | 9.0000000 | 0.7745967 | 8.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 11 | 1.2727273 | 2.0538213 | -1.0000000 | 5.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 11 | 7.4545455 | 1.8090681 | 5.0000000  | 9.0000000  |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 11 | 8.5454545 | 0.9341987 | 7.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 11 | 1.0909091 | 2.1191765 | -1.0000000 | 5.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 11 | 7.4545455 | 1.7529196 | 5.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 11 | 8.4545455 | 1.1281521 | 7.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 11 | 1.0000000 | 2.1447611 | -2.0000000 | 5.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 11 | 7.8181818 | 1.8340219 | 5.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 11 | 8.7272727 | 1.1037127 | 7.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 11 | 0.9090909 | 2.2115400 | -2.0000000 | 5.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 11 | 6.7272727 | 2.5334131 | 1.0000000  | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 11 | 8.2727273 | 1.2720778 | 6.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 11 | 1.5454545 | 3.1737560 | -2.0000000 | 9.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 11 | 7.3636364 | 1.6895400 | 5.0000000  | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 11 | 7.8181818 | 1.5374122 | 4.0000000  | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 11 | 0.4545455 | 2.4642904 | -3.0000000 | 4.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 11 | 8.1818182 | 1.3280197 | 6.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 11 | 8.5454545 | 1.2933396 | 6.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 11 | 0.3636364 | 1.9632996 | -2.0000000 | 4.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 11 | 7.3636364 | 1.5015144 | 5.0000000  | 9.0000000  |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 11 | 8.2727273 | 1.0090500 | 7.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 11 | 0.9090909 | 2.0714510 | -1.0000000 | 5.0000000  |
| COMM     | COMMUNICATION                        | 11 | 8.4545455 | 2.3393861 | 3.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 11 | 7.5113636 | 1.6263980 | 4.7500000  | 9.3750000  |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 11 | 8.4545455 | 0.8482937 | 7.2500000  | 9.7500000  |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 11 | 0.9431818 | 2.1362669 | -1.2500000 | 5.0000000  |

#### FINANCIAL MANAGEMENT MEANS AND DELTAS

----- POSIT1=/ . / -----

| Variable | Label                               | N | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|---|-----------|-----------|------------|------------|
| C10QUES  | INTERP FINAN STATEMENTS/CUR         | 8 | 6.6250000 | 1.7677670 | 2.0000000  | 7.0000000  |
| R10QUES  | INTERP FINAN STATEMENTS/REQ         | 8 | 7.6250000 | 2.0658793 | 5.0000000  | 10.0000000 |
| Q10DELTA | DELTA-INTERP FINAN STATEMENTS       | 8 | 3.0000000 | 2.7255406 | 0          | 7.0000000  |
| C20QUES  | RECOG FUNDNG SOURCES/CUR            | 8 | 4.8750000 | 2.5319388 | 2.0000000  | 9.0000000  |
| R20QUES  | RECOG FUNDNG SOURCES/REQ            | 8 | 7.8750000 | 1.6420806 | 5.0000000  | 10.0000000 |
| Q20DELTA | DELTA-RECOG FUNDING SOURCES         | 8 | 3.0000000 | 2.5634798 | 0          | 7.0000000  |
| C30QUES  | EVAL OPER & CAP BUDGETS/CUR         | 8 | 5.5000000 | 2.9277002 | 1.0000000  | 9.0000000  |
| R30QUES  | EVAL OPER & CAP BUDGETS/REQ         | 8 | 7.7500000 | 2.1213203 | 5.0000000  | 10.0000000 |
| Q30DELTA | DELTA-EVAL OPER & CAP BUDGETS       | 8 | 2.2500000 | 3.2841611 | -1.0000000 | 7.0000000  |
| C40QUES  | RES MGMT ADV & DRWBK/CUR            | 8 | 4.5000000 | 1.5118579 | 3.0000000  | 7.0000000  |
| R40QUES  | RES MGMT ADV & DRWBK/REQ            | 8 | 8.1250000 | 1.4577380 | 6.0000000  | 10.0000000 |
| Q40DELTA | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 8 | 3.6250000 | 1.9226098 | 1.0000000  | 7.0000000  |
| C50QUES  | MAX BEN FROM REIMBR/CUR             | 8 | 3.0000000 | 1.8516402 | 0          | 6.0000000  |
| R50QUES  | MAX BEN FROM REIMBR/REQ             | 8 | 6.6250000 | 2.6152028 | 3.0000000  | 10.0000000 |
| Q50DELTA | DELTA-MAX BEN FROM REIMBR           | 8 | 3.6250000 | 2.3867192 | 0          | 7.0000000  |
| C60QUES  | WORK W/PROCURANT SYS/CUR            | 8 | 5.1250000 | 2.5319388 | 1.0000000  | 8.0000000  |
| R60QUES  | WORK W/PROCURANT SYS/REQ            | 8 | 8.0000000 | 1.9272482 | 5.0000000  | 10.0000000 |
| Q60DELTA | DELTA-WORK W/PROCUREMENT SYSTEM     | 8 | 2.8750000 | 2.4748737 | 0          | 8.0000000  |
| C70QUES  | COST-BENFT ANAL TECH/CUR            | 8 | 5.5000000 | 2.5071327 | 1.0000000  | 9.0000000  |
| R70QUES  | COST-BENFT ANAL TECH/REQ            | 8 | 8.0000000 | 2.3904572 | 4.0000000  | 10.0000000 |
| Q70DELTA | DELTA-COST/BENEFIT ANAL TECH        | 8 | 2.5000000 | 2.3904572 | 0          | 6.0000000  |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 8 | 7.8750000 | 2.2951813 | 4.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 8 | 4.7321429 | 1.8648779 | 1.8571429  | 6.8571429  |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 8 | 7.7142857 | 1.5442926 | 5.7142857  | 9.8571429  |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 8 | 2.9821429 | 2.3392176 | 0.2857143  | 6.7142857  |

----- POSIT1=CO -----

| Variable | Label                       | N  | Mean      | Std Dev   | Minimum   | Maximum    |
|----------|-----------------------------|----|-----------|-----------|-----------|------------|
| C10QUES  | INTERP FINAN STATEMENTS/CUR | 97 | 6.2680412 | 2.3252037 | 1.0000000 | 10.0000000 |
| R10QUES  | INTERP FINAN STATEMENTS/REQ | 97 | 7.6597938 | 1.5538031 | 2.0000000 | 10.0000000 |

|          |                                     |    |           |           |             |            |
|----------|-------------------------------------|----|-----------|-----------|-------------|------------|
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 97 | 1.3917526 | 2.1484331 | -4.0000000  | 8.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 97 | 6.9587629 | 2.2216619 | 2.0000000   | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 97 | 8.3402062 | 1.2981284 | 4.0000000   | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 97 | 1.3814433 | 2.2241258 | -5.0000000  | 7.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 97 | 6.5567010 | 2.3002222 | 1.0000000   | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 97 | 7.8247423 | 1.8028352 | 0           | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 97 | 1.2680412 | 2.1238500 | -3.0000000  | 8.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 95 | 5.1789474 | 3.0211275 | 0           | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 95 | 6.7157895 | 3.3728047 | 0           | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 95 | 1.5368421 | 2.8389784 | -10.0000000 | 9.0000000  |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 94 | 4.5851064 | 3.1704603 | 0           | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 94 | 6.0425532 | 3.3596352 | 0           | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 94 | 1.4574468 | 3.0573098 | -10.0000000 | 10.0000000 |
| C6QUES   | WORK W/PROCURANT SYS/CUR            | 97 | 5.2474227 | 2.3364455 | 0           | 10.0000000 |
| R6QUES   | WORK W/PROCURANT SYS/REQ            | 97 | 6.8144330 | 1.7460067 | 2.0000000   | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 97 | 1.5670103 | 2.5896719 | -5.0000000  | 8.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 97 | 6.1134021 | 2.5243658 | 0           | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 97 | 7.4639175 | 2.0055229 | 0           | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 97 | 1.3505155 | 2.5414941 | -9.0000000  | 7.0000000  |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 97 | 7.8556701 | 1.4505006 | 3.0000000   | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 94 | 5.8723404 | 2.1673934 | 1.2857143   | 10.0000000 |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 94 | 7.2765957 | 1.6065491 | 2.8571429   | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 94 | 1.4042553 | 2.0701583 | -3.2857143  | 8.0000000  |

#### FINANCIAL MANAGEMENT MEANS AND DELTAS

##### ----- POSIT1=OH -----

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 43 | 5.2558140 | 2.5550419 | 0          | 9.0000000  |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 44 | 7.7045455 | 1.9238956 | 0          | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 43 | 2.4186047 | 2.4027024 | -2.0000000 | 7.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 44 | 5.5227273 | 2.8650958 | 1.0000000  | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 44 | 8.2500000 | 1.8442242 | 0          | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 44 | 2.7272727 | 2.5732401 | -2.0000000 | 8.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 44 | 5.2727273 | 2.7900457 | 0          | 9.0000000  |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 44 | 7.7500000 | 2.2112293 | 0          | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 44 | 2.4772727 | 2.8077023 | -4.0000000 | 8.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 44 | 5.5000000 | 2.2874786 | 0          | 9.0000000  |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 44 | 7.8863636 | 2.1804193 | 0          | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 44 | 2.3863636 | 2.9822413 | -5.0000000 | 9.0000000  |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 44 | 6.9090909 | 2.6920916 | 0          | 9.0000000  |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 44 | 7.5000000 | 2.4824969 | 0          | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 44 | 2.5909091 | 2.8555795 | -4.0000000 | 9.0000000  |
| C6QUES   | WORK W/PROCURANT SYS/CUR            | 44 | 4.4090909 | 2.6087347 | 0          | 9.0000000  |
| R6QUES   | WORK W/PROCURANT SYS/REQ            | 44 | 7.3181818 | 2.1433806 | 0          | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 44 | 2.9090909 | 2.8839426 | -2.0000000 | 8.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 44 | 5.0000000 | 2.7786562 | 0          | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 44 | 7.4318182 | 2.0842457 | 0          | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 44 | 2.4318182 | 2.5735482 | -2.0000000 | 7.0000000  |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 44 | 8.0000000 | 1.9047065 | 2.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 43 | 5.1694352 | 2.1966614 | 0.4285714  | 8.8571429  |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 44 | 7.6915584 | 1.6841040 | 0          | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 43 | 2.5116279 | 2.3182700 | -2.4285714 | 7.7142857  |

##### ----- POSIT1=DIR -----

| Variable | Label                         | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------|-----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR   | 143 | 5.2307692 | 2.4686351 | 0          | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ   | 143 | 7.4895105 | 1.7597500 | 3.0000000  | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS | 143 | 2.2587413 | 2.5693570 | -5.0000000 | 8.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR      | 143 | 5.3916084 | 2.6029100 | 0          | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ      | 143 | 7.9090909 | 1.6138009 | 2.0000000  | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES   | 143 | 2.5174825 | 2.6078245 | -3.0000000 | 10.0000000 |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR   | 143 | 5.1958042 | 2.7405632 | 0          | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ   | 142 | 7.6197183 | 1.8130042 | 0          | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS | 142 | 2.3873239 | 2.6573826 | -3.0000000 | 10.0000000 |

|          |                                     |     |           |           |            |            |
|----------|-------------------------------------|-----|-----------|-----------|------------|------------|
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 143 | 5.4125874 | 2.4302341 | 0          | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 143 | 7.8531469 | 1.9426932 | 1.0000000  | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 143 | 2.4405594 | 2.3276915 | -4.0000000 | 10.0000000 |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 143 | 4.9020979 | 2.8217333 | 0          | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 143 | 7.3706294 | 2.4600421 | 0          | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 143 | 2.4685315 | 2.7547761 | -3.0000000 | 10.0000000 |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 143 | 4.5874126 | 2.7071337 | 0          | 10.0000000 |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 143 | 6.9860140 | 2.1262478 | 0          | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 143 | 2.3986014 | 2.8187997 | -5.0000000 | 10.0000000 |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 143 | 5.6223776 | 2.5805453 | 0          | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 143 | 7.6503497 | 2.0904166 | 0          | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 143 | 2.0279720 | 2.5173876 | -5.0000000 | 10.0000000 |
| FINAGMT  | FINANCIAL/RESOURCE MGMT             | 143 | 8.0839161 | 1.5988398 | 1.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 143 | 5.1918082 | 2.2081342 | 0.1428571  | 9.8571429  |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 142 | 7.5663984 | 1.5689316 | 2.1428571  | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 142 | 2.3511066 | 2.1567347 | -2.8571429 | 9.5714286  |

#### FINANCIAL MANAGEMENT MEANS AND DELTAS

----- POSIT1=OPS -----

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 16 | 3.4375000 | 2.8040150 | 0          | 9.0000000  |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 16 | 6.1250000 | 2.1252451 | 2.0000000  | 8.0000000  |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 16 | 2.6875000 | 2.8917987 | -2.0000000 | 7.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 16 | 4.9375000 | 2.5421448 | 2.0000000  | 9.0000000  |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 16 | 6.8750000 | 1.9958290 | 3.0000000  | 9.0000000  |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 16 | 1.9375000 | 2.6196374 | -2.0000000 | 6.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 16 | 4.5000000 | 2.7525202 | 1.0000000  | 9.0000000  |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 16 | 7.0000000 | 2.0000000 | 2.0000000  | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 16 | 2.5000000 | 2.4494897 | -2.0000000 | 6.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 16 | 5.1250000 | 2.8017851 | 1.0000000  | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 16 | 7.4375000 | 2.3959678 | 1.0000000  | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 16 | 2.3125000 | 3.0269622 | -2.0000000 | 7.0000000  |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 16 | 4.5000000 | 3.2249031 | 1.0000000  | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 16 | 6.7500000 | 2.6457513 | 1.0000000  | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 16 | 2.2500000 | 3.2145503 | -2.0000000 | 9.0000000  |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 16 | 4.2500000 | 2.8635642 | 1.0000000  | 10.0000000 |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 16 | 7.1250000 | 2.3345235 | 2.0000000  | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 16 | 2.8750000 | 3.5939764 | -4.0000000 | 8.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 16 | 4.3125000 | 3.0269622 | 0          | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 16 | 7.1250000 | 2.1870833 | 2.0000000  | 9.0000000  |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 16 | 2.8125000 | 2.9713914 | -1.0000000 | 9.0000000  |
| FINAGMT  | FINANCIAL/RESOURCE MGMT             | 16 | 7.1250000 | 1.5864005 | 4.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 16 | 4.4375000 | 2.6328478 | 1.2857143  | 9.5714286  |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 16 | 6.9196429 | 1.9642857 | 1.8571429  | 9.0000000  |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 16 | 2.4821429 | 2.6587681 | -1.4285714 | 7.0000000  |

----- POSIT1=OTHER -----

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 95 | 4.8736842 | 2.4111536 | 0          | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 94 | 6.9468085 | 2.2112470 | 0          | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 93 | 2.0322581 | 2.8147577 | -5.0000000 | 8.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 95 | 5.2210526 | 2.4890353 | 0          | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 95 | 7.5578947 | 2.1817219 | 0          | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 94 | 2.3297872 | 2.9380276 | -5.0000000 | 8.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 95 | 4.9894737 | 2.6113286 | 0          | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 95 | 6.9263158 | 2.7492440 | 0          | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 94 | 1.9148936 | 3.0958160 | -6.0000000 | 9.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 95 | 4.2315789 | 2.3854730 | 0          | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 94 | 6.8191489 | 2.8092121 | 0          | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 93 | 2.5913978 | 2.8939087 | -7.0000000 | 10.0000000 |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 93 | 3.2473118 | 2.5394963 | 0          | 8.0000000  |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 92 | 5.6739130 | 3.3086922 | 0          | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 91 | 2.3956044 | 3.3694019 | -8.0000000 | 9.0000000  |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 94 | 3.7872340 | 2.5053592 | 0          | 9.0000000  |

|          |                                 |    |           |           |            |            |
|----------|---------------------------------|----|-----------|-----------|------------|------------|
| R6QUES   | WORK W/PROCUREMENT SYS/REQ      | 95 | 5.9157895 | 2.8346757 | 0          | 10.0000000 |
| R6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM | 93 | 2.1720430 | 2.9140725 | -5.0000000 | 9.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR        | 95 | 4.9157895 | 2.7547373 | 0          | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ        | 95 | 6.8736842 | 2.6627538 | 0          | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH    | 94 | 2.0000000 | 3.1039344 | -7.0000000 | 10.0000000 |
| FINMNGMT | FINANCIAL/RESOURCE MGMT         | 96 | 7.9375000 | 2.0458559 | 1.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C          | 92 | 4.4518634 | 2.0581671 | 0.1428571  | 8.7142857  |
| FINAGR   | AGGREGATE--FINANCIAL/R          | 92 | 6.6444099 | 2.3202353 | 0          | 9.7142857  |
| FINDELTA | AGGREGATE DELTA--FINANCIAL      | 90 | 2.2047619 | 2.7052778 | -5.5714286 | 8.2857143  |

FINANCIAL MANAGEMENT MEANS AND DELTAS

----- POSIT1=X0 -----

| Variable | Label                               | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 72 | 5.2777778 | 2.3689636 | 0          | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 72 | 7.4722222 | 1.5102674 | 2.0000000  | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 72 | 2.1944444 | 2.3234196 | -5.0000000 | 7.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 72 | 5.8055556 | 2.6089709 | 1.0000000  | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 72 | 8.0416667 | 1.4577380 | 4.0000000  | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 72 | 2.2361111 | 2.4694931 | -3.0000000 | 8.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 72 | 5.6527778 | 2.5737555 | 0          | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 72 | 8.0000000 | 1.4917614 | 4.0000000  | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 72 | 2.3472222 | 2.7586470 | -3.0000000 | 8.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 71 | 5.1690141 | 2.8534987 | 0          | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 71 | 7.3521127 | 2.6784782 | 0          | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 71 | 2.1830986 | 2.7323975 | -4.0000000 | 10.0000000 |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 71 | 4.6056338 | 3.1869326 | 0          | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 71 | 6.3802817 | 2.9197172 | 0          | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 71 | 1.7746479 | 3.0900633 | -5.0000000 | 10.0000000 |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 72 | 4.7361111 | 2.4321384 | 0          | 10.0000000 |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 72 | 6.3750000 | 2.2544947 | 1.0000000  | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 72 | 1.6388889 | 2.8596540 | -7.0000000 | 10.0000000 |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 72 | 5.0138889 | 2.6563400 | 1.0000000  | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 72 | 7.3611111 | 2.1838431 | 1.0000000  | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 72 | 1.3472222 | 2.7071097 | -8.0000000 | 7.0000000  |
| FINMNGMT | FINANCIAL/RESOURCE MGMT             | 72 | 7.8611111 | 1.5501527 | 4.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 71 | 5.3480885 | 2.2847871 | 1.5714286  | 10.0000000 |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 71 | 7.3078471 | 1.6814279 | 2.4285714  | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 71 | 1.9597586 | 2.2943946 | -3.8571429 | 7.8571429  |

PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS

----- POSIT1='.' -----

| Variable | Label                                | N | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|---|-----------|-----------|------------|------------|
| C8QUES   | MANGNG PLANNING PROCS/CUR            | 3 | 6.1250000 | 2.6958964 | 1.0000000  | 8.0000000  |
| R8QUES   | MANGNG PLANNING PROCS/REQ            | 8 | 8.1250000 | 2.2951813 | 3.0000000  | 10.0000000 |
| Q8DELTA  | DELTA-MANAGING PLANNING PROCS        | 8 | 2.0000000 | 2.5071327 | -1.0000000 | 7.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 8 | 6.6250000 | 1.9226098 | 3.0000000  | 9.0000000  |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 8 | 8.3750000 | 1.9226098 | 5.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 8 | 1.7500000 | 1.3887301 | 0          | 4.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 8 | 6.3750000 | 3.1594529 | 0          | 9.0000000  |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 8 | 8.1250000 | 1.5526475 | 5.0000000  | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 8 | 1.7500000 | 2.7645718 | -1.0000000 | 7.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 8 | 7.5000000 | 2.3904572 | 3.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 8 | 8.6250000 | 1.5979898 | 6.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 8 | 1.1250000 | 2.4164614 | -2.0000000 | 5.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 8 | 7.8750000 | 1.8077215 | 4.0000000  | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 8 | 9.1250000 | 0.9910312 | 8.0000000  | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 8 | 1.2500000 | 1.5811388 | 0          | 4.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 8 | 8.5000000 | 2.0000000 | 5.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 8 | 6.9000000 | 2.1961004 | 2.2000000  | 8.6000000  |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 8 | 8.4750000 | 1.3812520 | 5.8000000  | 9.6000000  |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 8 | 1.5750000 | 1.6816234 | -0.6000000 | 4.4000000  |

----- POSIT1=CD -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|-------------|------------|
| C9QUES   | MANAGING PLANNING PROCS/CUR          | 97 | 5.9690722 | 2.2933491 | 0           | 10.0000000 |
| R9QUES   | MANAGING PLANNING PROCS/REQ          | 97 | 7.5876289 | 1.8357139 | 0           | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS        | 97 | 1.6185567 | 2.1767871 | -4.0000000  | 7.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 97 | 6.3917526 | 2.0694036 | 2.0000000   | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 97 | 7.7938144 | 1.5807313 | 4.0000000   | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 97 | 1.4020619 | 1.9130026 | -4.0000000  | 7.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 97 | 5.4536082 | 2.3585863 | 0           | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 96 | 7.3333333 | 1.9556686 | 0           | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 96 | 1.8645833 | 2.1206741 | -2.0000000  | 8.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 97 | 7.5154639 | 1.7024088 | 4.0000000   | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 97 | 8.8041237 | 1.2961415 | 4.0000000   | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 97 | 1.2886598 | 1.6580533 | -3.0000000  | 5.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 95 | 7.7473684 | 2.3245609 | 0           | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 95 | 8.1368421 | 2.3183382 | 0           | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 95 | 0.3894737 | 1.9694191 | -10.0000000 | 5.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 97 | 7.8453608 | 1.4458288 | 4.0000000   | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 95 | 6.6505263 | 1.7641750 | 3.2000000   | 10.0000000 |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 96 | 7.9787234 | 1.3313323 | 4.2000000   | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 96 | 1.3404255 | 1.6063931 | -3.2000000  | 5.6000000  |

#### PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS

----- POSIT1=DN -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C9QUES   | MANAGING PLANNING PROCS/CUR          | 44 | 4.7727273 | 2.6401518 | 0          | 9.0000000  |
| R9QUES   | MANAGING PLANNING PROCS/REQ          | 44 | 7.6590909 | 1.8036550 | 0          | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS        | 44 | 2.8863636 | 2.4985196 | -2.0000000 | 9.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 44 | 5.1590909 | 2.6931712 | 0          | 9.0000000  |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 44 | 7.7045455 | 1.8246318 | 0          | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 44 | 2.5454545 | 2.3273355 | -2.0000000 | 7.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 44 | 4.5909091 | 2.8799078 | 0          | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 44 | 7.4318182 | 2.2245745 | 0          | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 44 | 2.8409091 | 2.4489502 | -2.0000000 | 8.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 44 | 6.7727273 | 1.7502643 | 2.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 44 | 8.0454545 | 1.4459976 | 5.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 44 | 1.2727273 | 1.8969208 | -4.0000000 | 7.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 44 | 7.4090909 | 1.9920561 | 2.0000000  | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 44 | 8.6363636 | 1.1830373 | 5.0000000  | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 44 | 1.2272727 | 1.7766396 | -3.0000000 | 7.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 44 | 8.2045455 | 1.1118714 | 5.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 44 | 5.7409091 | 1.9806410 | 1.0000000  | 9.2000000  |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 44 | 7.8954545 | 1.4006567 | 2.8000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 44 | 2.1545455 | 1.8611642 | -2.2000000 | 7.4000000  |

----- POSIT1=DIR -----

| Variable | Label                             | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-----------------------------------|-----|-----------|-----------|------------|------------|
| C9QUES   | MANAGING PLANNING PROCS/CUR       | 143 | 5.7342657 | 2.4464722 | 0          | 10.0000000 |
| R9QUES   | MANAGING PLANNING PROCS/REQ       | 143 | 7.7692308 | 1.7749918 | 1.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS     | 143 | 2.0349650 | 2.3086262 | -4.0000000 | 8.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR         | 143 | 6.1258741 | 2.1456380 | 0          | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ         | 143 | 7.9860140 | 1.5518549 | 3.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS       | 143 | 1.8601399 | 2.0542001 | -4.0000000 | 7.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR       | 143 | 5.4055944 | 2.5126098 | 0          | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ       | 142 | 7.5704225 | 1.9728580 | 0          | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS | 142 | 2.1267606 | 2.5288664 | -4.0000000 | 9.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR        | 143 | 7.4615385 | 1.7023978 | 2.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ        | 143 | 8.5804196 | 1.4012700 | 5.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD      | 143 | 1.1188811 | 1.6250223 | -5.0000000 | 5.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR           | 142 | 7.6690141 | 2.0892220 | 1.0000000  | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ           | 143 | 8.6083916 | 1.5746002 | 3.0000000  | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC         | 142 | 0.9366197 | 1.7952451 | -6.0000000 | 5.0000000  |

|          |                                      |     |           |           |            |            |
|----------|--------------------------------------|-----|-----------|-----------|------------|------------|
| PROGRAM  | PROGRAM PLANNING & EVAL              | 143 | 7.7552448 | 1.7450807 | 2.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 142 | 6.4746479 | 1.8479215 | 1.4000000  | 10.0000000 |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 142 | 8.1014085 | 1.3853840 | 4.0000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 141 | 1.5985816 | 1.7187199 | -4.4000000 | 6.0000000  |

**PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS**

----- POSIT1=OPS -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C9QUES   | MANGNG PLANNING PROCS/CUR            | 16 | 4.4375000 | 2.6575365 | 0          | 9.0000000  |
| R9QUES   | MANGNG PLANNING PROCS/REQ            | 16 | 7.1250000 | 2.5265259 | 0          | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS        | 16 | 2.6875000 | 2.6762847 | 0          | 9.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 16 | 4.6875000 | 2.7256498 | 1.0000000  | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 16 | 7.3125000 | 2.5223997 | 1.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 16 | 2.6250000 | 2.6551836 | -1.0000000 | 8.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 16 | 4.6875000 | 2.6259919 | 1.0000000  | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 16 | 7.1875000 | 2.5091499 | 1.0000000  | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 16 | 2.5000000 | 2.4494897 | -1.0000000 | 7.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 16 | 6.0625000 | 3.1298296 | 1.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 16 | 7.3125000 | 2.4143667 | 2.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 16 | 1.2500000 | 2.4083189 | -2.0000000 | 5.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 16 | 6.9375000 | 2.3228933 | 2.0000000  | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 16 | 7.8125000 | 2.6132674 | 1.0000000  | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 16 | 0.8750000 | 2.2173558 | -3.0000000 | 6.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 16 | 7.8750000 | 1.2041595 | 6.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 16 | 5.3625000 | 2.4540782 | 1.2000000  | 9.8000000  |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 16 | 7.3500000 | 2.3771131 | 1.0000000  | 9.4000000  |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 16 | 1.9875000 | 2.1083564 | -0.8000000 | 6.4000000  |

----- POSIT1=OTHER -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C9QUES   | MANGNG PLANNING PROCS/CUR            | 95 | 5.2000000 | 2.5830874 | 0          | 10.0000000 |
| R9QUES   | MANGNG PLANNING PROCS/REQ            | 95 | 7.3894737 | 2.1202907 | 1.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS        | 94 | 2.2765957 | 2.4203628 | -5.0000000 | 8.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 95 | 5.6631579 | 2.5457956 | 0          | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 95 | 7.7157895 | 1.8081562 | 3.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 94 | 2.1382979 | 2.5084848 | -4.0000000 | 9.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 95 | 4.9368421 | 2.5880681 | 0          | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 95 | 7.2421053 | 2.0870206 | 0          | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 94 | 2.3829787 | 2.7789779 | -6.0000000 | 8.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 95 | 6.8105263 | 2.2469589 | 1.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 95 | 8.2947368 | 1.4650081 | 4.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 94 | 1.5638298 | 2.3967385 | -5.0000000 | 9.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 95 | 7.4105263 | 2.1412600 | 2.0000000  | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 95 | 8.2526316 | 1.6883104 | 3.0000000  | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 94 | 0.9042553 | 2.3328839 | -7.0000000 | 7.0000000  |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 96 | 8.0833333 | 1.6658347 | 2.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 95 | 6.0042105 | 2.0951776 | 1.4000000  | 9.8000000  |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 95 | 7.7789474 | 1.5369142 | 3.4000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 94 | 1.8531915 | 2.1442949 | -4.8000000 | 6.8000000  |

**PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS**

----- POSIT1=XO -----

| Variable | Label                         | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------|----|-----------|-----------|------------|------------|
| C9QUES   | MANGNG PLANNING PROCS/CUR     | 72 | 6.0277778 | 2.1752269 | 2.0000000  | 10.0000000 |
| R9QUES   | MANGNG PLANNING PROCS/REQ     | 72 | 7.9305556 | 1.5951192 | 3.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS | 72 | 1.9027778 | 2.5072274 | -4.0000000 | 8.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR     | 72 | 6.5833333 | 1.9554906 | 2.0000000  | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ     | 72 | 8.1111111 | 1.3589096 | 4.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS   | 72 | 1.5277778 | 2.3733985 | -6.0000000 | 6.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR   | 72 | 5.6250000 | 2.3221984 | 0          | 10.0000000 |

|          |                                      |    |           |           |           |            |
|----------|--------------------------------------|----|-----------|-----------|-----------|------------|
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 72 | 7.8194444 | 1.7060488 | 3.000000  | 10.0000000 |
| Q10DETA  | DELTA-EVAL & APPL MARKET ANALYSIS    | 72 | 2.1944444 | 2.5042999 | -2.000000 | 10.0000000 |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 72 | 7.3194444 | 1.4518215 | 4.000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 72 | 8.7361111 | 1.6271729 | 3.000000  | 10.0000000 |
| Q11DETA  | DELTA-EMP IMPROV PRIN & MTHD         | 72 | 1.4166667 | 1.9337623 | -6.000000 | 6.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 72 | 7.6111111 | 2.1133749 | 0         | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 72 | 8.4861111 | 1.8839056 | 0         | 10.0000000 |
| Q12DETA  | DELTA-DEPT & FUNC MIL FAC            | 72 | 0.8750000 | 1.9205156 | -3.000000 | 10.0000000 |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 72 | 7.8055556 | 1.4106126 | 4.000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 72 | 6.6333333 | 1.6175098 | 3.200000  | 10.0000000 |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 72 | 8.2166667 | 1.2630167 | 4.200000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 72 | 1.5833333 | 1.8491719 | -2.400000 | 5.4000000  |

#### DECISION MAKING MEANS AND DELTAS

----- POSIT1=

| Variable | Label                                 | N | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|---------------------------------------|---|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 8 | 7.8750000 | 1.7268882 | 4.0000000  | 9.0000000  |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 8 | 9.2500000 | 0.8864053 | 8.0000000  | 10.0000000 |
| Q13DETA  | DELTA-ASSESS AVAIL INFO               | 8 | 1.3750000 | 1.4078860 | 0          | 4.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKING/CUR           | 8 | 8.0000000 | 1.0690450 | 6.0000000  | 9.0000000  |
| R14QUES  | INCLD OTHR DECSN MAKING/REQ           | 8 | 9.1250000 | 0.6408699 | 8.0000000  | 10.0000000 |
| Q14DETA  | DELTA-INCL OTHER DECSN MAKING         | 8 | 1.1250000 | 1.1259916 | 0          | 3.0000000  |
| C15QUES  | DECISN MAKING TECH/CUR                | 8 | 8.0000000 | 1.0690450 | 6.0000000  | 9.0000000  |
| R15QUES  | DECISN MAKING TECH/REQ                | 8 | 8.5000000 | 1.6035675 | 5.0000000  | 10.0000000 |
| Q15DETA  | DELTA-DECISN MAKING TECHNIQUES        | 8 | 0.5000000 | 1.5118579 | -2.000000  | 2.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 8 | 5.5000000 | 2.1380899 | 2.0000000  | 8.0000000  |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 8 | 7.8750000 | 2.2951813 | 4.0000000  | 10.0000000 |
| Q16DETA  | DELTA-USE MGMT INFOR SYSTEM TECH      | 8 | 2.3750000 | 2.6692696 | -2.000000  | 7.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 8 | 5.7500000 | 2.2519833 | 2.0000000  | 8.0000000  |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 8 | 7.1250000 | 2.4164614 | 3.0000000  | 10.0000000 |
| Q17DETA  | DELTA-STAT TOOLS IN DECISION MAKING   | 8 | 1.3750000 | 2.8252686 | -2.000000  | 7.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 8 | 5.2500000 | 1.6690459 | 3.0000000  | 8.0000000  |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 8 | 7.6250000 | 1.8468119 | 5.0000000  | 10.0000000 |
| Q18DETA  | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 8 | 2.3750000 | 2.1339099 | 0          | 7.0000000  |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 8 | 4.0000000 | 2.0000000 | 1.0000000  | 7.0000000  |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 8 | 7.2500000 | 2.3145502 | 4.0000000  | 10.0000000 |
| Q19DETA  | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 8 | 3.2500000 | 3.2403703 | -1.000000  | 9.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 8 | 6.7500000 | 1.8322508 | 3.0000000  | 8.0000000  |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 8 | 8.7500000 | 0.8864053 | 8.0000000  | 10.0000000 |
| Q20DETA  | DELTA-ANALYZE RISKS & ALTERNATIVES    | 8 | 2.0000000 | 1.5118579 | 0          | 5.0000000  |
| DECISION | DECISION MAKNG/PROBLN SOLV            | 8 | 8.8750000 | 1.1259916 | 7.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 8 | 6.3906250 | 1.3667569 | 3.6250000  | 8.0000000  |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 8 | 8.1875000 | 1.3379755 | 6.3750000  | 9.7500000  |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 8 | 1.7968750 | 1.5467961 | -0.1250000 | 4.5000000  |

----- POSIT1=CD -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|-------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                | 97 | 7.8350515 | 1.6052026 | 2.0000000   | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                | 97 | 8.7319588 | 1.2707893 | 5.0000000   | 10.0000000 |
| Q13DETA  | DELTA-ASSESS AVAIL INFO              | 97 | 0.8969072 | 1.3653795 | -2.0000000  | 6.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKING/CUR          | 97 | 8.1752577 | 1.6266678 | 1.0000000   | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKING/REQ          | 97 | 8.7010309 | 1.4589162 | 0           | 10.0000000 |
| Q14DETA  | DELTA-INCL OTHER DECSN MAKING        | 97 | 0.5257732 | 1.1997637 | -2.0000000  | 5.0000000  |
| C15QUES  | DECISN MAKING TECH/CUR               | 97 | 7.5257732 | 1.7083910 | 3.0000000   | 10.0000000 |
| R15QUES  | DECISN MAKING TECH/REQ               | 97 | 8.4742268 | 1.2997819 | 4.0000000   | 10.0000000 |
| Q15DETA  | DELTA-DECISN MAKING TECHNIQUES       | 97 | 0.9684536 | 1.4388301 | -2.0000000  | 5.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR           | 96 | 5.5833333 | 2.5200947 | 0           | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ           | 95 | 7.8421053 | 1.7278433 | 2.0000000   | 10.0000000 |
| Q16DETA  | DELTA-USE MGMT INFOR SYSTEM TECH     | 95 | 2.2210526 | 2.1496113 | -3.0000000  | 8.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR          | 97 | 5.7628866 | 2.1103576 | 0           | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ          | 97 | 7.1958763 | 1.6995047 | 2.0000000   | 10.0000000 |
| Q17DETA  | DELTA-STAT TOOLS IN DECISION MAKING  | 97 | 1.4329897 | 2.0458658 | -3.0000000  | 8.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR           | 97 | 5.5463918 | 2.2454612 | 0           | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ           | 96 | 7.1250000 | 2.0634667 | 0           | 10.0000000 |
| Q18DETA  | DELTA-STRENGTHS & WEAK OF STAT TECHS | 96 | 1.5520833 | 2.4055628 | -10.0000000 | 6.0000000  |

|          |                                       |    |           |           |            |            |
|----------|---------------------------------------|----|-----------|-----------|------------|------------|
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 97 | 5.2474227 | 2.3230320 | 0          | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 97 | 6.9072165 | 1.9315499 | 0          | 10.0000000 |
| Q19DETA  | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 97 | 1.6597938 | 2.2121191 | -5.0000000 | 8.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 97 | 7.3298969 | 2.0702337 | 1.0000000  | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 97 | 8.3814433 | 1.2200008 | 5.0000000  | 10.0000000 |
| Q20DETA  | DELTA-ANALYZE RISKS & ALTERNATIVES    | 97 | 1.0515464 | 1.6543575 | -2.0000000 | 6.0000000  |
| DECISION | DECISION MAKING/PROBLN SOLV           | 97 | 7.9278351 | 1.8099691 | 3.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 96 | 6.6445313 | 1.5882306 | 2.0000000  | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 95 | 7.9607895 | 1.1841487 | 4.5000000  | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 95 | 1.2907895 | 1.3979518 | -1.3750000 | 5.2500000  |

**DECISION MAKING MEANS AND DELTAS**

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**POSIT1=DH**

| Variable | Label                                 | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|---------------------------------------|----|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 44 | 7.3409091 | 1.5985921 | 4.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 44 | 8.7500000 | 0.9181630 | 7.0000000  | 10.0000000 |
| Q13DETA  | DELTA-ASSESS AVAIL INFO               | 44 | 1.4090909 | 1.4991188 | 0          | 6.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR            | 44 | 7.8409091 | 1.3108347 | 5.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ            | 44 | 8.6590909 | 0.9631147 | 6.0000000  | 10.0000000 |
| Q14DETA  | DELTA-INCL OTHER DECSN MAKING         | 44 | 0.8181818 | 1.3855186 | -3.0000000 | 4.0000000  |
| C15QUES  | DECISM MAKNG TECH/CUR                 | 44 | 7.0227273 | 1.5324192 | 4.0000000  | 10.0000000 |
| R15QUES  | DECISM MAKNG TECH/REQ                 | 44 | 8.5227273 | 1.2847701 | 3.0000000  | 10.0000000 |
| Q15DETA  | DELTA-DECISM MAKING TECHNIQUES        | 44 | 1.5000000 | 1.5476915 | -2.0000000 | 5.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 44 | 5.0227273 | 1.9705817 | 2.0000000  | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 44 | 7.8863636 | 1.6313200 | 1.0000000  | 10.0000000 |
| Q16DETA  | DELTA-USE MGMT INFOR SYSTEM TECH      | 44 | 2.8636364 | 2.3781066 | -3.0000000 | 8.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 44 | 4.7045455 | 2.2264744 | 0          | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 44 | 6.9318182 | 2.1284095 | 1.0000000  | 10.0000000 |
| Q17DETA  | DELTA-STAT TOOLS IN DECISION MAKING   | 44 | 2.2272727 | 2.3611550 | -4.0000000 | 7.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 44 | 4.3863636 | 2.5354777 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 44 | 6.7500000 | 2.2632041 | 2.0000000  | 10.0000000 |
| Q18DETA  | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 44 | 2.3636364 | 2.3236990 | -3.0000000 | 7.0000000  |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 44 | 4.2272727 | 2.1551845 | 0          | 8.0000000  |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 44 | 6.5909091 | 1.9085875 | 2.0000000  | 9.0000000  |
| Q19DETA  | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 44 | 2.3636364 | 2.2934782 | -3.0000000 | 6.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 44 | 6.3863636 | 2.1589824 | 2.0000000  | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 44 | 8.2272727 | 1.4605452 | 4.0000000  | 10.0000000 |
| Q20DETA  | DELTA-ANALYZE RISKS & ALTERNATIVES    | 44 | 1.8409091 | 2.1560427 | -1.0000000 | 8.0000000  |
| DECISION | DECISION MAKING/PROBLN SOLV           | 44 | 8.3636364 | 1.6993967 | 4.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 44 | 5.8664773 | 1.4739496 | 3.0000000  | 9.5000000  |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 44 | 7.7897727 | 1.1465230 | 4.3750000  | 9.6250000  |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 44 | 1.9232955 | 1.5800390 | -1.3750000 | 5.5000000  |

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**POSIT1=DIR**

| Variable | Label                                | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|-----|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                | 143 | 7.7692308 | 1.6215638 | 2.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                | 143 | 8.8671329 | 1.1642429 | 5.0000000  | 10.0000000 |
| Q13DETA  | DELTA-ASSESS AVAIL INFO              | 143 | 1.0979021 | 1.5847632 | -5.0000000 | 6.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR           | 142 | 8.1619718 | 1.4123936 | 4.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ           | 142 | 8.7253521 | 1.2779880 | 5.0000000  | 10.0000000 |
| Q14DETA  | DELTA-INCL OTHER DECSN MAKING        | 142 | 0.5633803 | 1.3179868 | -4.0000000 | 4.0000000  |
| C15QUES  | DECISM MAKNG TECH/CUR                | 142 | 7.9014085 | 1.5451129 | 3.0000000  | 10.0000000 |
| R15QUES  | DECISM MAKNG TECH/REQ                | 142 | 8.6971831 | 1.2547184 | 5.0000000  | 10.0000000 |
| Q15DETA  | DELTA-DECISM MAKING TECHNIQUES       | 142 | 0.7957746 | 1.3916607 | -4.0000000 | 4.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR           | 143 | 5.6503497 | 2.3081568 | 0          | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ           | 143 | 7.9930070 | 1.5988398 | 1.0000000  | 10.0000000 |
| Q16DETA  | DELTA-USE MGMT INFOR SYSTEM TECH     | 143 | 2.3426573 | 2.3679340 | -4.0000000 | 10.0000000 |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR          | 143 | 5.5804196 | 2.4792451 | 0          | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ          | 141 | 7.2127660 | 1.9228272 | 0          | 10.0000000 |
| Q17DETA  | DELTA-STAT TOOLS IN DECISION MAKING  | 141 | 1.5957447 | 2.4435885 | -4.0000000 | 9.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR           | 143 | 5.4335664 | 2.6419142 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ           | 143 | 7.3776224 | 1.9055301 | 1.0000000  | 10.0000000 |
| Q18DETA  | DELTA-STRENGTHS & WEAK OF STAT TECHS | 143 | 1.9460559 | 2.4802778 | -5.0000000 | 9.0000000  |
| C19QUES  | HOW INFO SYS DESIGNED/CUR            | 143 | 5.3706296 | 2.3696387 | 0          | 10.0000000 |

|          |                                       |     |           |           |            |            |
|----------|---------------------------------------|-----|-----------|-----------|------------|------------|
| R19QUES  | NOW INFO SYS DESIGNED/REQ             | 143 | 7.3216783 | 1.8560954 | 1.0000000  | 10.0000000 |
| Q19DELTA | DELTA-NOW INFO SYSTEMS ARE DESIGNED   | 143 | 1.9510490 | 2.4790067 | -5.0000000 | 9.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 143 | 7.1328671 | 1.9509397 | 0          | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 143 | 8.3986016 | 1.5018292 | 3.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 143 | 1.2657343 | 1.8191123 | -5.0000000 | 7.0000000  |
| DECISION | DECISION MAKING/PROBLM SOLV           | 143 | 8.2657343 | 1.8725258 | 1.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 141 | 6.6205674 | 1.6189731 | 1.8750000  | 9.7500000  |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 139 | 8.0656475 | 1.1827308 | 4.5000000  | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 139 | 1.4280576 | 1.5792743 | -4.5000000 | 5.7500000  |

#### DECISION MAKING MEANS AND DELTAS

##### ----- POSIT1=OPS -----

| Variable | Label                                 | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|---------------------------------------|----|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 16 | 7.6250000 | 1.9278658 | 4.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 16 | 8.6250000 | 1.2583057 | 6.0000000  | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO               | 16 | 1.0000000 | 1.5491933 | -1.0000000 | 4.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR            | 16 | 7.9375000 | 1.5692355 | 5.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ            | 16 | 8.5000000 | 1.3165612 | 6.0000000  | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING         | 16 | 0.5625000 | 1.3647344 | -2.0000000 | 4.0000000  |
| C15QUES  | DECISM MAKNG TECH/CUR                 | 16 | 7.5625000 | 1.8607794 | 3.0000000  | 10.0000000 |
| R15QUES  | DECISM MAKING TECH/REQ                | 16 | 8.5000000 | 1.2649111 | 6.0000000  | 10.0000000 |
| Q15DELTA | DELTA-DECISM MAKING TECHNIQUES        | 16 | 0.9375000 | 1.6918924 | -1.0000000 | 5.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 16 | 5.6250000 | 2.6044833 | 1.0000000  | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 16 | 7.3750000 | 2.0936412 | 2.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 16 | 1.7500000 | 1.9832633 | 0          | 7.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 16 | 5.4375000 | 2.8040150 | 0          | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 16 | 6.6250000 | 1.9958290 | 2.0000000  | 9.0000000  |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 16 | 1.1875000 | 2.2573953 | -2.0000000 | 7.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 16 | 5.4375000 | 2.5552234 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 16 | 6.8125000 | 2.2276669 | 2.0000000  | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 16 | 1.3750000 | 2.6801741 | -3.0000000 | 7.0000000  |
| C19QUES  | NOW INFO SYS DESIGNED/CUR             | 16 | 5.1875000 | 2.7620946 | 1.0000000  | 10.0000000 |
| R19QUES  | NOW INFO SYS DESIGNED/REQ             | 16 | 6.4375000 | 2.4757154 | 2.0000000  | 10.0000000 |
| Q19DELTA | DELTA-NOW INFO SYSTEMS ARE DESIGNED   | 16 | 1.2500000 | 2.5429641 | -2.0000000 | 8.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 16 | 6.8750000 | 2.2766935 | 3.0000000  | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 16 | 8.1250000 | 1.7841898 | 3.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 16 | 1.2500000 | 2.1134490 | -2.0000000 | 7.0000000  |
| DECISION | DECISION MAKNG/PROBLM SOLV            | 16 | 8.0625000 | 1.2893797 | 6.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 16 | 6.4609375 | 1.9862647 | 2.1250000  | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 16 | 7.6250000 | 1.4288690 | 4.0000000  | 9.3750000  |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 16 | 1.1640625 | 1.7551821 | -1.0000000 | 6.1250000  |

##### ----- POSIT1=OTHER -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                | 95 | 7.6631579 | 1.8370335 | 2.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                | 95 | 8.6842105 | 1.3068002 | 4.0000000  | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO              | 94 | 1.0531915 | 1.7497589 | -5.0000000 | 7.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR           | 95 | 8.0105263 | 1.7165945 | 3.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ           | 95 | 8.6526316 | 1.4569600 | 2.0000000  | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING        | 94 | 0.6702128 | 1.7803485 | -8.0000000 | 7.0000000  |
| C15QUES  | DECISM MAKNG TECH/CUR                | 95 | 7.5157895 | 1.8034433 | 3.0000000  | 10.0000000 |
| R15QUES  | DECISM MAKING TECH/REQ               | 95 | 8.3578947 | 1.4869345 | 3.0000000  | 10.0000000 |
| Q15DELTA | DELTA-DECISM MAKING TECHNIQUES       | 94 | 0.8723404 | 1.9850736 | -5.0000000 | 6.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR           | 95 | 5.4736842 | 2.4875952 | 0          | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ           | 95 | 7.7789474 | 1.8860008 | 2.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH     | 94 | 2.3617021 | 2.5730241 | -3.0000000 | 9.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR          | 95 | 5.2947368 | 2.7361787 | 0          | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ          | 95 | 7.0736842 | 2.2514398 | 0          | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING  | 94 | 1.8191489 | 3.1003391 | -5.0000000 | 10.0000000 |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR           | 95 | 4.8947368 | 2.6556791 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ           | 95 | 7.1157895 | 2.3738969 | 0          | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS | 94 | 2.2659574 | 3.0871762 | -7.0000000 | 10.0000000 |
| C19QUES  | NOW INFO SYS DESIGNED/CUR            | 94 | 4.7978723 | 2.7379444 | 0          | 10.0000000 |
| R19QUES  | NOW INFO SYS DESIGNED/REQ            | 95 | 6.7789474 | 2.1247225 | 2.0000000  | 10.0000000 |
| Q19DELTA | DELTA-NOW INFO SYSTEMS ARE DESIGNED  | 93 | 2.0215054 | 2.7025692 | -7.0000000 | 9.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR               | 94 | 6.9787234 | 2.2287405 | 0          | 10.0000000 |

|          |                                       |    |           |           |            |            |
|----------|---------------------------------------|----|-----------|-----------|------------|------------|
| R20QUES  | ANALYZE RISK & ALT/REQ                | 95 | 8.4000000 | 1.5116568 | 3.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 93 | 1.4623656 | 2.1697482 | -5.0000000 | 8.0000000  |
| DECISION | DECISION MAKING/PROBLN SOLV           | 96 | 8.5208333 | 1.4214830 | 4.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 96 | 6.3297872 | 1.8723414 | 1.8750000  | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 95 | 7.0552632 | 1.4131925 | 3.6250000  | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 93 | 1.5698925 | 2.0313827 | -5.1250000 | 7.5000000  |

#### DECISION MAKING MEANS AND DELTAS

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POSIT1=X0-----

| Variable | Label                                 | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|---------------------------------------|----|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 72 | 7.7638889 | 1.4388283 | 3.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 72 | 8.8888889 | 1.1695136 | 5.0000000  | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO               | 72 | 1.1250000 | 1.8303967 | -3.0000000 | 7.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR            | 72 | 8.2500000 | 1.5175035 | 4.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ            | 72 | 8.9444444 | 1.1854623 | 6.0000000  | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING         | 72 | 0.6944444 | 1.6669014 | -3.0000000 | 6.0000000  |
| C15QUES  | DECISN MAKNG TECH/CUR                 | 72 | 7.7500000 | 1.7502515 | 3.0000000  | 10.0000000 |
| R15QUES  | DECISN MAKNG TECH/REQ                 | 72 | 8.8611111 | 1.1664990 | 5.0000000  | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES        | 72 | 1.1111111 | 1.8197319 | -4.0000000 | 7.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 72 | 5.7777778 | 2.0639237 | 2.0000000  | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 72 | 7.9305556 | 1.3873309 | 4.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 72 | 2.1527778 | 2.1405523 | -2.0000000 | 8.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 72 | 5.4166667 | 2.2250178 | 1.0000000  | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 72 | 7.3194444 | 2.0267673 | 0          | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 72 | 1.9027778 | 2.2464979 | -4.0000000 | 7.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 72 | 5.2500000 | 2.5105412 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 72 | 7.4444444 | 1.8905912 | 1.0000000  | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 72 | 2.1944444 | 2.4184670 | -3.0000000 | 8.0000000  |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 72 | 5.3611111 | 2.1513543 | 0          | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 72 | 7.0416667 | 1.7875745 | 2.0000000  | 10.0000000 |
| Q19DELTA | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 72 | 1.6805556 | 2.1871996 | -4.0000000 | 8.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 72 | 7.3611111 | 1.8637049 | 3.0000000  | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 72 | 8.6111111 | 1.2396678 | 5.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 72 | 1.2500000 | 1.9046056 | -5.0000000 | 7.0000000  |
| DECISION | DECISION MAKING/PROBLN SOLV           | 72 | 8.5972222 | 1.4306477 | 5.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 72 | 6.6163194 | 1.5293960 | 3.1250000  | 9.8750000  |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 72 | 8.1302083 | 1.0499073 | 5.1250000  | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 72 | 1.5138889 | 1.6127730 | -2.5000000 | 5.8750000  |

#### LEGAL ISSUES MEANS AND DELTAS

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POSIT1=' . ' -----

| Variable | Label                          | N | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|---|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 8 | 6.6250000 | 1.6850180 | 4.0000000  | 9.0000000  |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 8 | 6.8750000 | 2.8504386 | 1.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLLIN OF UCMJ     | 8 | 0.2500000 | 3.7321001 | -7.0000000 | 4.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 8 | 5.6250000 | 2.2638463 | 2.0000000  | 9.0000000  |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 8 | 6.5000000 | 2.5634798 | 1.0000000  | 9.0000000  |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 8 | 0.8750000 | 4.0861264 | -6.0000000 | 7.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 8 | 5.7500000 | 1.9086270 | 4.0000000  | 9.0000000  |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 7 | 6.5714286 | 2.6992062 | 1.0000000  | 8.0000000  |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 7 | 0.7142857 | 3.1471832 | -5.0000000 | 4.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 7 | 5.0000000 | 2.8284271 | 1.0000000  | 9.0000000  |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 7 | 5.8571429 | 2.6726124 | 1.0000000  | 8.0000000  |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 7 | 0.8571429 | 1.9518001 | -2.0000000 | 4.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 8 | 5.0000000 | 1.9272482 | 2.0000000  | 8.0000000  |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 8 | 7.3750000 | 1.9955307 | 4.0000000  | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 8 | 2.3750000 | 1.9226098 | 0          | 6.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 8 | 4.1250000 | 2.2951813 | 0          | 7.0000000  |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 8 | 7.3750000 | 1.3024702 | 5.0000000  | 9.0000000  |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 8 | 3.2500000 | 2.6049404 | 0          | 8.0000000  |
| LEGAL    | LEGAL ISSUES                   | 8 | 6.6250000 | 1.9955307 | 3.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 7 | 5.2380952 | 1.7555656 | 3.6666667  | 7.8333333  |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 7 | 6.5952381 | 2.0203986 | 2.6666667  | 8.8333333  |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 7 | 1.3571429 | 2.5611567 | -1.8333333 | 5.1666667  |

----- POSIT1=CD -----

| Variable | Label                          | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 97 | 7.9278351 | 1.6535783 | 4.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 97 | 8.5257732 | 1.2755128 | 4.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLIN OF UCMJ      | 97 | 0.5979381 | 1.3968700 | -3.0000000 | 4.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 97 | 8.2577320 | 1.5960782 | 4.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 97 | 8.4123711 | 1.6121452 | 0          | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 97 | 0.1546392 | 1.4954111 | -7.0000000 | 4.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 97 | 8.1958763 | 1.5919012 | 4.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 97 | 8.5979381 | 1.5656455 | 0          | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 97 | 0.4020619 | 1.4190651 | -7.0000000 | 3.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 97 | 7.2680412 | 1.8343679 | 2.0000000  | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 97 | 7.9072165 | 1.7504908 | 0          | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 97 | 0.6391753 | 1.9482127 | -9.0000000 | 5.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 96 | 6.8645833 | 2.2600409 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 96 | 7.9583333 | 2.2191353 | 0          | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 96 | 1.0937500 | 2.2246378 | -8.0000000 | 8.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 97 | 6.7422680 | 2.0880531 | 2.0000000  | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 97 | 8.1237113 | 1.8529037 | 0          | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 97 | 1.3814433 | 2.1671953 | -8.0000000 | 8.0000000  |
| LEGAL    | LEGAL ISSUES                   | 97 | 7.1855670 | 1.8161882 | 2.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 96 | 7.5694444 | 1.5045091 | 3.6666667  | 10.0000000 |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 96 | 8.2708333 | 1.3790941 | 1.5000000  | 10.0000000 |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 96 | 0.7013889 | 1.4381837 | -6.5000000 | 4.6666667  |

LEGAL ISSUES MEANS AND DELTAS

----- POSIT1=DN -----

| Variable | Label                          | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 44 | 6.8863636 | 2.3149254 | 0          | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 44 | 8.3181818 | 1.8397766 | 2.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLIN OF UCMJ      | 44 | 1.4318182 | 2.1609400 | -4.0000000 | 7.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 44 | 6.4090909 | 2.6529333 | 0          | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 44 | 8.2500000 | 1.9897996 | 2.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 44 | 1.8409091 | 2.3121839 | -4.0000000 | 7.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 44 | 6.2045455 | 2.6639675 | 0          | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 44 | 7.9318182 | 2.0161871 | 2.0000000  | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 44 | 1.7272727 | 2.5732401 | -4.0000000 | 7.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 44 | 5.5454545 | 2.8156915 | 0          | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 44 | 7.7045455 | 2.2984276 | 2.0000000  | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 44 | 2.1590909 | 2.5964482 | -5.0000000 | 8.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 44 | 6.7954545 | 1.9834143 | 1.0000000  | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 44 | 8.7500000 | 1.1638948 | 5.0000000  | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 44 | 1.9545455 | 2.0340651 | 0          | 7.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 44 | 5.8181818 | 2.2232673 | 0          | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 44 | 8.0454545 | 1.6699052 | 2.0000000  | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 44 | 2.2272727 | 2.5596478 | -4.0000000 | 9.0000000  |
| LEGAL    | LEGAL ISSUES                   | 44 | 7.4772727 | 1.7452745 | 3.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 44 | 6.2765152 | 2.0118972 | 0.8333333  | 9.6666667  |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 44 | 8.1666667 | 1.5135051 | 3.1666667  | 9.8333333  |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 44 | 1.8901515 | 1.8958486 | -3.0000000 | 6.0000000  |

----- POSIT1=DIR -----

| Variable | Label                         | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------|-----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTH OF UCMJ/CUR       | 143 | 7.0489510 | 2.1074271 | 1.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTH OF UCMJ/REQ       | 142 | 8.3450704 | 1.7424438 | 2.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLIN OF UCMJ     | 142 | 1.2605634 | 2.2079148 | -6.0000000 | 9.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR      | 143 | 6.7482517 | 2.2811800 | 1.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ      | 143 | 7.9440559 | 1.9274745 | 2.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ   | 143 | 1.1958042 | 2.4645622 | -7.0000000 | 8.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTH/CUR  | 143 | 6.6783217 | 2.4797813 | 0          | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTH/REQ  | 143 | 7.9720280 | 2.0243032 | 0          | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ | 143 | 1.2937063 | 2.5724219 | -8.0000000 | 8.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR     | 143 | 6.1818182 | 2.4912138 | 0          | 10.0000000 |

|          |                                |     |           |           |            |            |
|----------|--------------------------------|-----|-----------|-----------|------------|------------|
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 143 | 7.6923077 | 2.0631945 | 2.0000000  | 10.0000000 |
| R24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 143 | 1.5104895 | 2.6560246 | -7.0000000 | 8.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 143 | 7.0559441 | 2.1122587 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 143 | 8.4475524 | 1.6728079 | 1.0000000  | 10.0000000 |
| R25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 143 | 1.3916084 | 1.9753230 | -4.0000000 | 10.0000000 |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 143 | 6.2797203 | 2.3358974 | 0          | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 143 | 7.8391608 | 1.9049615 | 1.0000000  | 10.0000000 |
| R26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 143 | 1.5594406 | 2.3000991 | -4.0000000 | 10.0000000 |
| LEGAL    | LEGAL ISSUES                   | 143 | 7.0559441 | 1.9054267 | 1.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 143 | 6.6655012 | 1.9003435 | 1.1666667  | 10.0000000 |
| LEGAZR   | AGGREGATE--LEGAL ISSUES/R      | 142 | 8.0645540 | 1.5945198 | 2.8333333  | 10.0000000 |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 142 | 1.3720657 | 2.0406300 | -5.5000000 | 7.0000000  |

**LEGAL ISSUES MEANS AND DELTAS**

**----- POSIT1=OPS -----**

| Variable | Label                          | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 16 | 7.1875000 | 1.8337121 | 4.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 16 | 8.6250000 | 1.5438048 | 5.0000000  | 10.0000000 |
| R21DELTA | DELTA-KNOW VIOLINN OF UCMJ     | 16 | 1.4375000 | 1.3149778 | 0          | 4.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 16 | 6.7500000 | 2.6956755 | 2.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 16 | 8.0625000 | 2.5682355 | 2.0000000  | 10.0000000 |
| R22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 16 | 1.3125000 | 2.1203380 | -2.0000000 | 6.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 16 | 6.6875000 | 2.5747168 | 2.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 16 | 8.1250000 | 2.4460853 | 2.0000000  | 10.0000000 |
| R23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 16 | 1.4375000 | 1.8962683 | -1.0000000 | 6.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 16 | 6.5625000 | 2.3935678 | 2.0000000  | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 16 | 7.5000000 | 2.5298221 | 2.0000000  | 10.0000000 |
| R24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 16 | 0.9375000 | 1.8786076 | -1.0000000 | 6.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 16 | 7.2500000 | 1.3904436 | 5.0000000  | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 16 | 8.3125000 | 1.7017148 | 5.0000000  | 10.0000000 |
| R25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 16 | 1.0625000 | 1.6918924 | -2.0000000 | 4.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 16 | 6.1250000 | 2.3057898 | 3.0000000  | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 16 | 7.8125000 | 2.2573953 | 2.0000000  | 10.0000000 |
| R26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 16 | 1.6875000 | 1.8874586 | -1.0000000 | 6.0000000  |
| LEGAL    | LEGAL ISSUES                   | 16 | 7.1875000 | 1.8337121 | 4.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 16 | 6.7604167 | 1.9502789 | 3.5000000  | 10.0000000 |
| LEGAZR   | AGGREGATE--LEGAL ISSUES/R      | 16 | 8.0729167 | 2.0110516 | 3.5000000  | 10.0000000 |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 16 | 1.3125000 | 1.5442546 | -1.0000000 | 4.8333333  |

**----- POSIT1=OTHER -----**

| Variable | Label                          | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 95 | 7.0736842 | 1.9691347 | 1.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 95 | 7.9052632 | 2.3158735 | 0          | 10.0000000 |
| R21DELTA | DELTA-KNOW VIOLINN OF UCMJ     | 94 | 0.8617021 | 2.8908497 | -9.0000000 | 9.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 95 | 6.6736842 | 2.3406042 | 1.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 95 | 7.5368421 | 2.5921753 | 0          | 10.0000000 |
| R22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 94 | 0.8936170 | 3.1841951 | -8.0000000 | 9.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 95 | 6.7368421 | 2.4373448 | 1.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 95 | 7.7894737 | 2.6533589 | 0          | 10.0000000 |
| R23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 94 | 1.0851064 | 3.3106526 | -9.0000000 | 9.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 95 | 5.9894737 | 2.4034317 | 1.0000000  | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 95 | 7.2315789 | 2.6916073 | 0          | 10.0000000 |
| R24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 94 | 1.2659574 | 3.2301521 | -8.0000000 | 9.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 95 | 6.3263158 | 2.2286438 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 95 | 7.8947368 | 2.2335626 | 0          | 10.0000000 |
| R25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 94 | 1.6063830 | 2.8025261 | -8.0000000 | 10.0000000 |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 95 | 5.9894737 | 2.2654523 | 1.0000000  | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 95 | 7.6526316 | 2.3464252 | 0          | 10.0000000 |
| R26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 94 | 1.7021277 | 2.8391646 | -8.0000000 | 9.0000000  |
| LEGAL    | LEGAL ISSUES                   | 96 | 7.1041667 | 1.9653802 | 1.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 95 | 6.4649123 | 1.9219238 | 1.3333333  | 9.8333333  |
| LEGAZR   | AGGREGATE--LEGAL ISSUES/R      | 95 | 7.6684211 | 2.2449700 | 0          | 10.0000000 |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 94 | 1.2358156 | 2.6743181 | -8.0000000 | 8.6666667  |

**LEGAL ISSUES MEANS AND DELTAS**

----- POSIT1=X0 -----

| Variable Label                          | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|---|----|-----------|-----------|------------|------------|
| C21QUES KNOW VIOLTN OF UCMJ/CUR         | 72 | 7.7916667 | 1.8303967 | 3.0000000  | 10.0000000 |
| R21QUES KNOW VIOLTN OF UCMJ/REQ         | 72 | 8.7500000 | 1.4703645 | 3.0000000  | 10.0000000 |
| Q21DELTA DELTA-KNOW VIOLTN OF UCMJ      | 72 | 0.9583333 | 1.6481958 | -6.0000000 | 5.0000000  |
| C22QUES PUNISHMENT UNDR UCMJ/CUR        | 72 | 7.7638889 | 1.9391668 | 3.0000000  | 10.0000000 |
| R22QUES PUNISHMENT UNDR UCMJ/REQ        | 72 | 8.4166667 | 1.7340825 | 3.0000000  | 10.0000000 |
| Q22DELTA DELTA-PUNISHMENT UNDER UCMJ    | 72 | 0.6527778 | 1.8474171 | -6.0000000 | 5.0000000  |
| C23QUES INITIATE ACT UCMJ VIOLTN/CUR    | 72 | 7.9027778 | 1.8926077 | 2.0000000  | 10.0000000 |
| R23QUES INITIATE ACT UCMJ VIOLTN/REQ    | 72 | 8.7083333 | 1.5422455 | 3.0000000  | 10.0000000 |
| Q23DELTA DELTA-INITIATE ACT UNDER UCMJ  | 72 | 0.8055556 | 1.8126231 | -6.0000000 | 6.0000000  |
| C24QUES ADMIN SEP AUTH & PROC/CUR       | 72 | 7.1250000 | 1.9351275 | 2.0000000  | 10.0000000 |
| R24QUES ADMIN SEP AUTH & PROC/REQ       | 72 | 8.0833333 | 1.5722058 | 4.0000000  | 10.0000000 |
| Q24DELTA DELTA-ADMIN SEP AUTH & PROC    | 72 | 0.9583333 | 1.8342601 | -5.0000000 | 5.0000000  |
| C25QUES KNOW LIAB HOSP & PROF/CUR       | 72 | 6.6944444 | 2.2243144 | 0          | 10.0000000 |
| R25QUES KNOW LIAB HOSP & PROF/REQ       | 72 | 8.3333333 | 1.6950633 | 3.0000000  | 10.0000000 |
| Q25DELTA DELTA-KNOW LIAB OF HOSP & PROF | 72 | 1.6388889 | 2.1117082 | -5.0000000 | 10.0000000 |
| C26QUES KNOW ENVIRON IMPCT ISS/CUR      | 72 | 5.9166667 | 2.1477141 | 0          | 10.0000000 |
| R26QUES KNOW ENVIRON IMPCT ISS/REQ      | 72 | 8.1666667 | 1.7841240 | 2.0000000  | 10.0000000 |
| Q26DELTA DELTA-KNOW ENVIRON IMPACT ISS  | 72 | 2.2500000 | 2.0945940 | -3.0000000 | 10.0000000 |
| LEGAL LEGAL ISSUES                      | 71 | 7.5492958 | 1.5927401 | 3.0000000  | 10.0000000 |
| LEGAGC AGGREGATE--LEGAL ISSUES/C        | 72 | 7.1990741 | 1.6859539 | 2.1666667  | 9.8333333  |
| LEGAGR AGGREGATE--LEGAL ISSUES/R        | 72 | 8.4097222 | 1.3388786 | 4.3333333  | 10.0000000 |
| LEGDELTA AGGREGATE DELTA--LEGAL ISSUES  | 72 | 1.2106481 | 1.5216212 | -4.1666667 | 5.0000000  |

OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS

----- POSIT1='.' -----

| Variable Label                                   | N | Mean      | Std Dev   | Minimum    | Maximum    |
|--|---|-----------|-----------|------------|------------|
| 27QUES IMPCT OSHA REQ HOSP OP/CUR                | 8 | 5.1250000 | 2.9489708 | 0          | 10.0000000 |
| 27QUES IMPCT OSHA REQ HOSP OP/REQ                | 8 | 8.0000000 | 1.6035675 | 5.0000000  | 10.0000000 |
| 27DELTA DELTA-IMPACT OF OSHA ON HOSP             | 8 | 2.8750000 | 2.4164614 | 0          | 8.0000000  |
| 28QUES EVAL PROP TO AQLR TECH/CUR                | 8 | 5.7500000 | 2.1213203 | 2.0000000  | 8.0000000  |
| 28QUES EVAL PROP TO AQLR TECH/REQ                | 8 | 7.0000000 | 3.2071349 | 0          | 10.0000000 |
| 28DELTA DELTA-EVAL PROP TO AQLR TECH             | 8 | 1.2500000 | 3.7701838 | -6.0000000 | 7.0000000  |
| 29QUES OPP & LIM DOD/DON MATRL/CUR               | 8 | 6.0000000 | 2.5634798 | 2.0000000  | 10.0000000 |
| 29QUES OPP & LIM DOD/DON MATRL/REQ               | 8 | 7.7500000 | 2.3145502 | 4.0000000  | 10.0000000 |
| 29DELTA DELTA-OPP& LIM TO DOD/DON MATRL          | 8 | 1.7500000 | 3.0118812 | -1.0000000 | 8.0000000  |
| 30QUES OVRSEE EQUIP MGMT PRG/CUR                 | 8 | 6.1250000 | 3.0908852 | 2.0000000  | 10.0000000 |
| 30QUES OVRSEE EQUIP MGMT PRG/REQ                 | 8 | 7.3750000 | 1.9955307 | 5.0000000  | 10.0000000 |
| 30DELTA DELTA-OVERSEE EQUIP MGMT PROGRAM         | 8 | 1.2500000 | 3.0118812 | -3.0000000 | 6.0000000  |
| 31QUES ENSUR EXEC SECRTY REQ/CUR                 | 8 | 5.1250000 | 2.1671245 | 2.0000000  | 8.0000000  |
| 31QUES ENSUR EXEC SECRTY REQ/REQ                 | 8 | 6.5000000 | 1.3093073 | 4.0000000  | 8.0000000  |
| 31DELTA DELTA-ENSURE EXECUTION OF SEC REQS       | 8 | 1.3750000 | 2.2638463 | -1.0000000 | 6.0000000  |
| 32QUES OVRSEE FACILITIES MGMT/CUR                | 8 | 5.1250000 | 2.2951813 | 3.0000000  | 9.0000000  |
| 32QUES OVRSEE FACILITIES MGMT/REQ                | 8 | 6.3750000 | 2.1339099 | 3.0000000  | 9.0000000  |
| 32DELTA DELTA-OVERSEE FAC MGMT                   | 8 | 0.5000000 | 0.5345225 | 0          | 1.0000000  |
| PMGHT OPERATIONS MGMT ISSUES                     | 8 | 7.1250000 | 2.0310096 | 4.0000000  | 10.0000000 |
| PMAGC AGGREGATE--OPERATIONAL MGMT ISSUES/C       | 8 | 5.5416667 | 2.0658793 | 2.0000000  | 7.3333333  |
| PMAGR AGGREGATE--OPERATIONAL MGMT ISSUES/R       | 8 | 7.1666667 | 1.3627703 | 4.8333333  | 8.8333333  |
| PMDELTA AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 8 | 1.6250000 | 2.4876680 | -1.0000000 | 6.8333333  |

----- POSIT1=CO -----

| Variable Label                          | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|---|----|-----------|-----------|------------|------------|
| 27QUES IMPCT OSHA REQ HOSP OP/CUR       | 96 | 6.5937500 | 2.3241439 | 0          | 10.0000000 |
| 27QUES IMPCT OSHA REQ HOSP OP/REQ       | 96 | 7.4479167 | 2.7062104 | 0          | 10.0000000 |
| 27DELTA DELTA-IMPACT OF OSHA ON HOSP    | 96 | 0.8541667 | 2.2194317 | -7.0000000 | 8.0000000  |
| 28QUES EVAL PROP TO AQLR TECH/CUR       | 97 | 6.6907216 | 1.7342195 | 1.0000000  | 10.0000000 |
| 28QUES EVAL PROP TO AQLR TECH/REQ       | 97 | 7.5463918 | 1.6394906 | 0          | 10.0000000 |
| 28DELTA DELTA-EVAL PROP TO AQLR TECH    | 97 | 0.8556701 | 2.0206728 | -8.0000000 | 6.0000000  |
| 29QUES OPP & LIM DOD/DON MATRL/CUR      | 97 | 5.9278351 | 2.2325594 | 0          | 10.0000000 |
| 29QUES OPP & LIM DOD/DON MATRL/REQ      | 97 | 7.3505155 | 1.6896822 | 0          | 10.0000000 |
| 29DELTA DELTA-OPP& LIM TO DOD/DON MATRL | 97 | 1.4226804 | 2.0958046 | -6.0000000 | 6.0000000  |
| 30QUES OVRSEE EQUIP MGMT PRG/CUR        | 97 | 6.2474227 | 2.2823185 | 0          | 10.0000000 |

|         |  |    |           |           |            |            |
|---------|--|----|-----------|-----------|------------|------------|
| 30QUES  | OVRSEE EQUIP MGMT PRG/REQ                | 97 | 6.8659794 | 1.8575794 | 0          | 10.0000000 |
| 30DELTA | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 97 | 0.6185567 | 1.7879417 | -4.0000000 | 5.0000000  |
| 31QUES  | ENSUR EXEC SECRTY REQ/CUR                | 97 | 6.4639175 | 2.0819755 | 1.0000000  | 10.0000000 |
| 31QUES  | ENSUR EXEC SECRTY REQ/REQ                | 97 | 7.3195876 | 1.8738685 | 2.0000000  | 10.0000000 |
| 31DELTA | DELTA-ENSURE EXECUTION OF SEC REQS       | 97 | 0.8556701 | 1.5810709 | -3.0000000 | 7.0000000  |
| 32QUES  | OVRSEE FACILITIES MGMT/CUR               | 97 | 6.5257732 | 2.0212042 | 2.0000000  | 10.0000000 |
| 32QUES  | OVRSEE FACILITIES MGMT/REQ               | 97 | 7.2164948 | 1.9323281 | 0          | 10.0000000 |
| 32DELTA | DELTA-OVERSEE FAC MGMT                   | 97 | 0.4020619 | 0.4928614 | 0          | 1.0000000  |
| PMGMT   | OPERATIONS MGMT ISSUES                   | 97 | 7.2371134 | 1.5862245 | 1.0000000  | 10.0000000 |
| PHAGC   | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 96 | 6.4218750 | 1.6920787 | 2.1666667  | 9.6666667  |
| PHAGR   | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 96 | 7.2934028 | 1.5444193 | 1.6666667  | 10.0000000 |
| PMDelta | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 96 | 0.8715278 | 1.5160890 | -4.3333333 | 6.0000000  |

#### OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS

-----  
POSIT1=OH-----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 44 | 5.4090909 | 2.1708232 | 1.0000000  | 9.0000000  |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 44 | 7.6818182 | 1.9621147 | 0          | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 44 | 2.2727273 | 2.2962420 | -4.0000000 | 8.0000000  |
| 28QUES         | EVAL PROP TO AQR TECH/CUR                | 44 | 6.0681818 | 2.2140957 | 1.0000000  | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/REQ                | 44 | 7.6818182 | 1.5215159 | 4.0000000  | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH              | 44 | 1.6136364 | 2.2435013 | -3.0000000 | 8.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 44 | 4.8409091 | 2.3619383 | 0          | 10.0000000 |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 44 | 7.5909091 | 1.7825795 | 3.0000000  | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 44 | 2.7500000 | 2.4411682 | -2.0000000 | 8.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 44 | 5.3636364 | 2.4692613 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 44 | 6.9772727 | 1.8106742 | 0          | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 44 | 1.6136364 | 2.2641381 | -3.0000000 | 7.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 44 | 5.1590909 | 2.3619383 | 0          | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 44 | 6.8636364 | 2.3878657 | 0          | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 44 | 1.7045455 | 2.1084497 | -3.0000000 | 7.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 44 | 4.6818182 | 2.7767534 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 44 | 6.7500000 | 2.5069670 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 44 | 0.2500000 | 0.4380188 | 0          | 1.0000000  |
| PMGMT          | OPERATIONS MGMT ISSUES                   | 44 | 7.5454545 | 1.4856608 | 4.0000000  | 10.0000000 |
| PHAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 44 | 5.2537879 | 2.0030625 | 0.6666667  | 9.3333333  |
| PHAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 44 | 7.2575758 | 1.6311940 | 1.3333333  | 9.8333333  |
| PMDelta        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 44 | 2.0037879 | 1.9177158 | -1.6666667 | 6.8333333  |

-----  
POSIT1=DIR-----

| Variable Label |  | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|-----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 143 | 6.3216783 | 2.5248104 | 0          | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 143 | 7.9510490 | 1.8359810 | 1.0000000  | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 143 | 1.6293706 | 2.5472391 | -7.0000000 | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/CUR                | 143 | 6.1748252 | 2.1471064 | 0          | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/REQ                | 143 | 7.8951049 | 1.7104208 | 0          | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH              | 143 | 1.7202797 | 2.0841643 | -3.0000000 | 8.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 143 | 5.3146853 | 2.5520486 | 0          | 10.0000000 |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 143 | 7.6083916 | 1.7882046 | 1.0000000  | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 143 | 2.2937063 | 2.7368949 | -4.0000000 | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 143 | 5.5244755 | 2.5282410 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 143 | 7.1258761 | 2.0413581 | 0          | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 143 | 1.6013986 | 2.4670786 | -5.0000000 | 9.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 143 | 5.2097902 | 2.6928522 | 0          | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 143 | 6.8251748 | 2.2683204 | 0          | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 143 | 1.6153846 | 2.7086795 | -6.0000000 | 9.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 143 | 4.8391608 | 2.8449571 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 143 | 6.3986014 | 2.7453927 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 143 | 0.3006993 | 0.4601740 | 0          | 1.0000000  |
| PMGMT          | OPERATIONS MGMT ISSUES                   | 143 | 7.2447552 | 1.8045981 | 1.0000000  | 10.0000000 |
| PHAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 143 | 5.5641026 | 2.0816588 | 0.3333333  | 9.6666667  |
| PHAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 143 | 7.3006993 | 1.6799074 | 1.0000000  | 10.0000000 |
| PMDelta        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 143 | 1.7365967 | 2.0952861 | -4.0000000 | 8.3333333  |

#### OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS

-----**POSIT1=OPS**-----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 16 | 6.5000000 | 2.8751812 | 2.0000000  | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 16 | 7.6875000 | 2.6512576 | 0          | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 16 | 1.1875000 | 2.2573953 | -2.0000000 | 6.0000000  |
| 28QUES         | EVAL PROP TO AQR TECH/CUR                | 16 | 5.8125000 | 2.6132674 | 2.0000000  | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/REQ                | 16 | 7.2500000 | 1.9832633 | 4.0000000  | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH              | 16 | 1.4375000 | 2.4212600 | -3.0000000 | 6.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 16 | 4.6250000 | 2.9636689 | 0          | 10.0000000 |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 16 | 6.4375000 | 2.8975564 | 0          | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 16 | 1.8125000 | 2.7378520 | -2.0000000 | 8.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 16 | 5.4375000 | 2.6825050 | 1.0000000  | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 16 | 6.4375000 | 2.5024988 | 0          | 9.0000000  |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 16 | 1.0000000 | 2.2211108 | -2.0000000 | 6.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 16 | 5.0000000 | 2.8284271 | 0          | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 16 | 6.1875000 | 2.5876308 | 0          | 9.0000000  |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 16 | 1.1875000 | 2.0726392 | -2.0000000 | 6.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 16 | 5.7500000 | 2.5429641 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 16 | 7.0625000 | 2.2647664 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 16 | 0.3125000 | 0.4787136 | 0          | 1.0000000  |
| PMGMT          | OPERATIONS MGMT ISSUES                   | 16 | 6.9375000 | 1.2365948 | 4.0000000  | 9.0000000  |
| PMAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 16 | 5.5208333 | 2.3663341 | 1.6666667  | 10.0000000 |
| PMAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 16 | 6.8437500 | 2.2463705 | 0.6666667  | 9.0000000  |
| PMDELTA        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 16 | 1.3229167 | 1.9976549 | -2.1666667 | 5.8333333  |

-----**POSIT1=OTHER**-----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 95 | 5.6842105 | 2.5775758 | 0          | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 95 | 7.1368421 | 2.7966946 | 0          | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 94 | 1.4893617 | 3.1099724 | -8.0000000 | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/CUR                | 95 | 5.8947368 | 2.4902947 | 0          | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/REQ                | 95 | 7.3789474 | 1.9849377 | 0          | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH              | 94 | 1.5212766 | 2.5473103 | -7.0000000 | 8.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 94 | 4.7978723 | 2.6174755 | 0          | 10.0000000 |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 93 | 6.9354839 | 2.3022033 | 0          | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 92 | 2.1304348 | 2.5942345 | -7.0000000 | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 95 | 5.3789474 | 2.4546046 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 95 | 6.5894737 | 2.3406434 | 0          | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 94 | 1.2446809 | 2.5765116 | -7.0000000 | 8.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 95 | 5.6631579 | 2.3861771 | 0          | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 95 | 6.9789474 | 2.2830502 | 0          | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 94 | 1.3510638 | 2.5849334 | -7.0000000 | 7.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 95 | 5.6526316 | 2.5464553 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 95 | 6.7894737 | 2.5175754 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 96 | 0.2291667 | 0.4225030 | 0          | 1.0000000  |
| PMGMT          | OPERATIONS MGMT ISSUES                   | 96 | 6.9895833 | 1.7917636 | 1.0000000  | 10.0000000 |
| PMAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 94 | 5.4893617 | 2.0241683 | 0.5000000  | 9.8333333  |
| PMAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 93 | 6.9372760 | 1.9245920 | 1.3333333  | 10.0000000 |
| PMDELTA        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 92 | 1.4583333 | 2.3777336 | -7.3333333 | 7.0000000  |

-----**OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS**-----

-----**POSIT1=X0**-----

| Variable Label |                                 | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|---------------------------------|----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR      | 72 | 6.0833333 | 2.2874428 | 0          | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ      | 72 | 7.9722222 | 2.1294196 | 0          | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP    | 72 | 1.8888889 | 2.1200289 | -3.0000000 | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/CUR       | 72 | 6.6388889 | 1.7627248 | 2.0000000  | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/REQ       | 72 | 7.9444444 | 1.4131065 | 5.0000000  | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH     | 72 | 1.3055556 | 1.7493571 | -3.0000000 | 6.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR     | 72 | 5.5694444 | 2.2940608 | 0          | 10.0000000 |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ     | 72 | 7.3472222 | 1.4453395 | 4.0000000  | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL | 72 | 1.7777778 | 2.2593918 | -3.0000000 | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR       | 72 | 6.1250000 | 2.2947429 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ       | 72 | 7.2638889 | 1.5563867 | 3.0000000  | 10.0000000 |

|         |  |    |           |           |            |            |
|---------|--|----|-----------|-----------|------------|------------|
| 30DELTA | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 72 | 1.1388899 | 2.3031244 | -4.0000000 | 9.0000000  |
| 31QUES  | ENSUR EXEC SECRTY REQ/CUR                | 72 | 6.5416667 | 1.9496298 | 2.0000000  | 10.0000000 |
| 31QUES  | ENSUR EXEC SECRTY REQ/REQ                | 72 | 7.5555556 | 1.5734495 | 3.0000000  | 10.0000000 |
| 31DELTA | DELTA-ENSURE EXECUTION OF SEC REQS       | 72 | 1.0138899 | 2.1196137 | -4.0000000 | 5.0000000  |
| 32QUES  | OVRSEE FACILITIES MGMT/CUR               | 72 | 6.2361111 | 1.9822668 | 2.0000000  | 10.0000000 |
| 32QUES  | OVRSEE FACILITIES MGMT/REQ               | 72 | 7.2777778 | 1.5493954 | 3.0000000  | 10.0000000 |
| 32DELTA | DELTA-OVERSEE FAC MGMT                   | 72 | 0.2361111 | 0.4276716 | 0          | 1.0000000  |
| PMGMT   | OPERATIONS MGMT ISSUES                   | 71 | 7.2253521 | 1.5231282 | 2.0000000  | 10.0000000 |
| PMGRG   | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 72 | 6.1990741 | 1.6434150 | 2.6666667  | 9.5000000  |
| PMAGR   | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 72 | 7.5601852 | 1.2566896 | 4.1666667  | 10.0000000 |
| PMDelta | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 72 | 1.3611111 | 1.7077106 | -2.6666667 | 6.1666667  |

**ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS**

----- POSIT1= / -----

| Variable Label |  | N | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|---|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                 | 8 | 7.2500000 | 2.0528726 | 4.0000000  | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                 | 8 | 8.6250000 | 1.1877349 | 7.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OPF FORCES          | 8 | 1.3750000 | 2.5035689 | -2.0000000 | 6.0000000  |
| 34QUES         | DEVLP & COMM COND VISION/CUR             | 8 | 7.8750000 | 1.8077215 | 4.0000000  | 10.0000000 |
| 34QUES         | DEVLP & COMM COND VISION/REQ             | 8 | 8.7500000 | 1.7525492 | 5.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION      | 8 | 0.8750000 | 1.8077215 | -2.0000000 | 4.0000000  |
| 35QUES         | IMPOWR IND & WORK GRP/CUR                | 8 | 8.1250000 | 0.9910312 | 6.0000000  | 9.0000000  |
| 35QUES         | IMPOWR IND & WORK GRP/REQ                | 8 | 9.1250000 | 0.9910312 | 8.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS          | 8 | 1.0000000 | 1.4142136 | 0          | 4.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR               | 8 | 7.7500000 | 1.8322508 | 4.0000000  | 9.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ               | 8 | 9.1250000 | 1.1259916 | 7.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 8 | 1.3750000 | 2.1339099 | -1.0000000 | 6.0000000  |
| 37QUES         | BUILDING TRUST/CUR                       | 8 | 8.6250000 | 0.5175492 | 8.0000000  | 9.0000000  |
| 37QUES         | BUILDING TRUST/REQ                       | 8 | 9.7500000 | 0.4629100 | 9.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                     | 8 | 1.1250000 | 0.8345230 | 0          | 2.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                      | 8 | 8.0000000 | 1.6903085 | 4.0000000  | 9.0000000  |
| 38QUES         | MANAGING CHANGE/REQ                      | 8 | 9.6250000 | 0.5175492 | 9.6000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                    | 8 | 1.6250000 | 1.5979898 | 0          | 5.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                    | 8 | 7.7500000 | 1.6690459 | 4.0000000  | 9.0000000  |
| 39QUES         | MANAGING CONFLICT/REQ                    | 8 | 9.5000000 | 0.5345225 | 9.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                  | 8 | 1.7500000 | 1.5811388 | 0          | 5.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                    | 7 | 8.1628571 | 0.6900656 | 7.0000000  | 9.0000000  |
| 40QUES         | BUILDING TEAMWORK/REQ                    | 7 | 9.7142857 | 0.4879500 | 9.0000000  | 10.0000000 |
| 40DELTA        | DELTA-BUILDING TEAMWORK                  | 7 | 1.5714286 | 0.9759001 | 0          | 3.0000000  |
| 41QUES         | DEVLP POS ORGAN CLIMAT/CUR               | 8 | 8.3750000 | 0.7440238 | 7.0000000  | 9.0000000  |
| 41QUES         | DEVLP POS ORGAN CLIMAT/REQ               | 8 | 9.6250000 | 0.7440238 | 8.0000000  | 10.0000000 |
| 41DELTA        | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 8 | 1.2500000 | 0.7071068 | 0          | 2.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                    | 8 | 8.7500000 | 0.7071068 | 8.0000000  | 10.0000000 |
| 42QUES         | MOTIVATING PEOPLE/REQ                    | 8 | 9.8750000 | 0.3535534 | 9.0000000  | 10.0000000 |
| 42DELTA        | DELTA-MOTIVATING PEOPLE                  | 8 | 1.1250000 | 0.8345230 | 0          | 2.0000000  |
| 43QUES         | EMPLY COORD MECHNSM/CUR                  | 8 | 8.0000000 | 1.4142136 | 5.0000000  | 9.0000000  |
| 43QUES         | EMPLY COORD MECHNSM/REQ                  | 8 | 9.1250000 | 1.1259916 | 7.0000000  | 10.0000000 |
| 43DELTA        | DELTA-EMPLOY COORD MECHANISMS            | 8 | 1.1250000 | 1.1259916 | 0          | 3.0000000  |
| 44QUES         | DEVLP SUBORDINATES/CUR                   | 8 | 8.3750000 | 1.8077349 | 6.0000000  | 10.0000000 |
| 44QUES         | DEVLP SUBORDINATES/REQ                   | 8 | 9.2500000 | 1.1649647 | 7.0000000  | 10.0000000 |
| 44DELTA        | DELTA-DEVELOP SUBORDINATES               | 8 | 0.8750000 | 1.8077215 | -2.0000000 | 4.0000000  |
| 45QUES         | UNDRSTND ROLE CO & XO/CUR                | 8 | 7.6250000 | 1.3024702 | 5.0000000  | 9.0000000  |
| 45QUES         | UNDRSTND ROLE CO & XO/REQ                | 8 | 8.5000000 | 2.3299295 | 3.0000000  | 10.0000000 |
| 45DELTA        | DELTA-UNDERSTANDING ROLE OF CO/XO        | 8 | 0.8750000 | 3.1367636 | -6.0000000 | 4.0000000  |
| 46QUES         | PROM INNOVT & RISK BHVR/CUR              | 8 | 7.8750000 | 0.8345230 | 7.0000000  | 9.0000000  |
| 46QUES         | PROM INNOVT & RISK BHVR/REQ              | 8 | 9.2500000 | 1.0350983 | 7.0000000  | 10.0000000 |
| 46DELTA        | DELTA-PROM INNOV. & RISK BEHAVIOR        | 8 | 1.3750000 | 1.5059460 | -1.0000000 | 3.0000000  |
| RGMBEH         | ORGANIZATIONAL BEHAVIOR                  | 8 | 8.7500000 | 1.2817399 | 7.0000000  | 10.0000000 |
| RGAGC          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 7 | 7.9387755 | 1.0147120 | 5.7857143  | 8.7857143  |
| RGAGR          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 7 | 9.2244898 | 0.6930517 | 8.1428571  | 10.0000000 |
| RGDELTA        | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 7 | 1.2857143 | 1.3727176 | -0.3571429 | 3.5000000  |

**ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS**

----- POSIT1=CO -----

| Variable Label |                          | N  | Mean      | Std Dev   | Minimum | Maximum    |
|----------------|--------------------------|----|-----------|-----------|---------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR | 97 | 8.4845361 | 1.7918415 | 0       | 10.0000000 |

|         |  |    |           |           |             |            |
|---------|--|----|-----------|-----------|-------------|------------|
| 33QUES  | KNOW SUP REQ OF FORC/REQ                 | 97 | 8.8556701 | 1.6519540 | 0           | 10.0000000 |
| 33DELTA | DELTA-KNOW & SUPPORT OF FORCES           | 97 | 0.3711340 | 1.7097733 | -8.0000000  | 6.0000000  |
| 34QUES  | DEVLP & COMM COMM VISION/CUR             | 97 | 8.2783505 | 1.5461125 | 3.0000000   | 10.0000000 |
| 34QUES  | DEVLP & COMM COMM VISION/REQ             | 97 | 9.2164948 | 1.1108068 | 5.0000000   | 10.0000000 |
| 34DELTA | DELTA-DEVELOP & COMM COMMAND VISION      | 97 | 0.9381443 | 1.3602576 | -2.0000000  | 6.0000000  |
| 35QUES  | IMPWR IND & WORK GRP/CUR                 | 97 | 8.6082474 | 1.4109446 | 3.0000000   | 10.0000000 |
| 35QUES  | IMPWR IND & WORK GRP/REQ                 | 97 | 9.1546392 | 1.1487331 | 4.0000000   | 10.0000000 |
| 35DELTA | DELTA-EMPOWER INV & WORK GROUPS          | 97 | 0.5463918 | 1.1367041 | -3.0000000  | 4.0000000  |
| 36QUES  | DEVLP NON-PARCHL PERSP/CUR               | 96 | 8.6458333 | 1.4435276 | 4.0000000   | 10.0000000 |
| 36QUES  | DEVLP NON-PARCHL PERSP/REQ               | 96 | 8.8750000 | 1.3158947 | 4.0000000   | 10.0000000 |
| 36DELTA | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 96 | 0.2291667 | 0.9997807 | -4.0000000  | 2.0000000  |
| 37QUES  | BUILDING TRUST/CUR                       | 97 | 8.7628866 | 1.3827298 | 4.0000000   | 10.0000000 |
| 37QUES  | BUILDING TRUST/REQ                       | 97 | 9.4536082 | 1.0105755 | 4.0000000   | 10.0000000 |
| 37DELTA | DELTA-BUILDING TRUST                     | 97 | 0.6907216 | 1.1026561 | -2.0000000  | 5.0000000  |
| 38QUES  | MANAGING CHANGE/CUR                      | 97 | 8.3711340 | 1.5297030 | 3.0000000   | 10.0000000 |
| 38QUES  | MANAGING CHANGE/REQ                      | 97 | 9.3402062 | 1.0496686 | 4.0000000   | 10.0000000 |
| 38DELTA | DELTA-MANAGING CHANGE                    | 97 | 0.9690722 | 1.4101833 | -3.0000000  | 6.0000000  |
| 39QUES  | MANAGING CONFLICT/CUR                    | 97 | 7.9587629 | 1.8080694 | 2.0000000   | 10.0000000 |
| 39QUES  | MANAGING CONFLICT/REQ                    | 97 | 9.1649485 | 1.0376296 | 6.0000000   | 10.0000000 |
| 39DELTA | DELTA-MANAGING CONFLICT                  | 97 | 1.2061856 | 1.5474316 | -2.0000000  | 7.0000000  |
| 40QUES  | BUILDING TEAMWORK/CUR                    | 97 | 8.5360825 | 1.4723978 | 4.0000000   | 10.0000000 |
| 40QUES  | BUILDING TEAMWORK/REQ                    | 97 | 9.3917526 | 1.0057823 | 6.0000000   | 10.0000000 |
| 40DELTA | DELTA-BUILDING TEAMWORK                  | 97 | 0.8556701 | 1.3843597 | -2.0000000  | 6.0000000  |
| 41QUES  | DEVLP POS ORGAN CLIMAT/CUR               | 97 | 8.5979381 | 1.4695506 | 5.0000000   | 10.0000000 |
| 41QUES  | DEVLP POS ORGAN CLIMAT/REQ               | 97 | 9.5463918 | 0.8167596 | 6.0000000   | 10.0000000 |
| 41DELTA | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 97 | 0.9484536 | 1.2193845 | -2.0000000  | 4.0000000  |
| 42QUES  | MOTIVATING PEOPLE/CUR                    | 97 | 8.2680412 | 1.4826459 | 4.0000000   | 10.0000000 |
| 42QUES  | MOTIVATING PEOPLE/REQ                    | 97 | 9.3814433 | 1.1034350 | 4.0000000   | 10.0000000 |
| 42DELTA | DELTA-MOTIVATING PEOPLE                  | 97 | 1.1134021 | 1.2737436 | -2.0000000  | 6.0000000  |
| 43QUES  | EMPLOY COORD MECHNSM/CUR                 | 97 | 7.9690722 | 1.6295041 | 4.0000000   | 10.0000000 |
| 43QUES  | EMPLOY COORD MECHNSM/REQ                 | 97 | 8.6804124 | 1.2628208 | 4.0000000   | 10.0000000 |
| 43DELTA | DELTA-EMPLOY COORD MECHANISMS            | 97 | 0.7113402 | 1.3990976 | -4.0000000  | 4.0000000  |
| 44QUES  | DEVLP SUBORDINATES/CUR                   | 97 | 8.4948454 | 1.4514627 | 4.0000000   | 10.0000000 |
| 44QUES  | DEVLP SUBORDINATES/REQ                   | 97 | 9.2577320 | 1.0923822 | 6.0000000   | 10.0000000 |
| 44DELTA | DELTA-DEVELOP SUBORDINATES               | 97 | 0.7628866 | 1.2142659 | -3.0000000  | 5.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/CUR                | 97 | 8.8350515 | 1.4410674 | 2.0000000   | 10.0000000 |
| 45QUES  | UNDRSTND ROLE CO & XO/REQ                | 97 | 9.3402062 | 1.3298386 | 0           | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 97 | 0.5051546 | 1.5950686 | -10.0000000 | 4.0000000  |
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 97 | 8.3505155 | 1.5278064 | 4.0000000   | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 97 | 8.9278351 | 1.2520602 | 6.0000000   | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 97 | 0.5773196 | 1.4421848 | -4.0000000  | 4.0000000  |
| RGNBEM  | ORGANIZATIONAL BEHAVIOR                  | 97 | 8.2577320 | 2.0170025 | 1.0000000   | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 96 | 8.4248512 | 1.2268203 | 4.6428571   | 10.0000000 |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 96 | 9.1837798 | 0.8722814 | 5.7142857   | 10.0000000 |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 96 | 0.7589286 | 0.9572074 | -2.5000000  | 4.4285714  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

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POSIT1=DH-----

| Variable Label | N                                       | Mean | Std Dev   | Minimum   | Maximum    |            |
|----------------|---|------|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OF FORC/CUR                | 44   | 7.2954545 | 1.9834143 | 3.0000000  | 10.0000000 |
| 33QUES         | KNOW SUP REQ OF FORC/REQ                | 44   | 8.5227273 | 1.4861944 | 3.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OF FORCES          | 44   | 1.2272727 | 2.1334961 | -4.0000000 | 5.0000000  |
| 34QUES         | DEVLP & COMM COMM VISION/CUR            | 44   | 7.1818182 | 1.8460861 | 3.0000000  | 10.0000000 |
| 34QUES         | DEVLP & COMM COMM VISION/REQ            | 44   | 8.5909091 | 1.6749617 | 3.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION     | 44   | 1.4090909 | 2.5180112 | -6.0000000 | 7.0000000  |
| 35QUES         | IMPWR IND & WORK GRP/CUR                | 44   | 7.8181818 | 1.7556914 | 3.0000000  | 10.0000000 |
| 35QUES         | IMPWR IND & WORK GRP/REQ                | 44   | 8.4772727 | 1.8234727 | 2.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS         | 44   | 0.6590909 | 1.7907148 | -4.0000000 | 4.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR              | 44   | 7.4772727 | 1.7717241 | 1.0000000  | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ              | 44   | 8.2045455 | 1.6785867 | 2.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE | 44   | 0.7272727 | 2.1389373 | -4.0000000 | 9.0000000  |
| 37QUES         | BUILDING TRUST/CUR                      | 44   | 8.6136364 | 1.2615220 | 5.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                      | 44   | 7.1818182 | 0.9218971 | 7.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                    | 44   | 0.5681818 | 1.3188742 | -3.0000000 | 4.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                     | 44   | 8.0227273 | 1.5772899 | 2.0000000  | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                     | 44   | 9.0454545 | 0.8614359 | 7.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                   | 44   | 1.0227273 | 1.7452745 | -7.0000000 | 7.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                   | 44   | 7.5681818 | 2.0618092 | 1.0000000  | 10.0000000 |

|        |  |    |           |           |            |            |
|--------|--|----|-----------|-----------|------------|------------|
| 39QUES | MANAGING CONFLICT/REQ                    | 44 | 9.1136364 | 0.9453905 | 7.0000000  | 10.0000000 |
| 39DELT | DELTA-MANAGING CONFLICT                  | 44 | 1.5654545 | 2.2041667 | -3.0000000 | 9.0000000  |
| 40QUES | BUILDING TEAMWORK/CUR                    | 44 | 8.4318182 | 1.4531078 | 4.0000000  | 10.0000000 |
| 40QUES | BUILDING TEAMWORK/REQ                    | 44 | 9.2954545 | 0.8781467 | 7.0000000  | 10.0000000 |
| 40DELT | DELTA-BUILDING TEAMWORK                  | 44 | 0.8636364 | 1.6366572 | -3.0000000 | 6.0000000  |
| 41QUES | DEVLP POS ORGAN CLIMAT/CUR               | 44 | 8.1818182 | 1.6321298 | 2.0000000  | 10.0000000 |
| 41QUES | DEVLP POS ORGAN CLIMAT/REQ               | 44 | 9.1136364 | 1.3156663 | 3.0000000  | 10.0000000 |
| 41DELT | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 44 | 0.9318182 | 1.8602041 | -4.0000000 | 7.0000000  |
| 42QUES | MOTIVATING PEOPLE/CUR                    | 44 | 8.2954545 | 1.3043674 | 5.0000000  | 10.0000000 |
| 42QUES | MOTIVATING PEOPLE/REQ                    | 44 | 9.1818182 | 0.9467872 | 6.0000000  | 10.0000000 |
| 42DELT | DELTA-MOTIVATING PEOPLE                  | 44 | 0.8863636 | 1.5879768 | -4.0000000 | 5.0000000  |
| 43QUES | EMPL COORD MECHNSM/CUR                   | 44 | 7.0000000 | 2.1020477 | 0          | 10.0000000 |
| 43QUES | EMPL COORD MECHNSM/REQ                   | 44 | 8.2500000 | 1.6998632 | 0          | 10.0000000 |
| 43DELT | DELTA-EMPLOY COORD MECHANISMS            | 44 | 1.2500000 | 1.9183932 | -2.0000000 | 7.0000000  |
| 44QUES | DEVLP SUBORDINATES/CUR                   | 44 | 8.2272727 | 1.2734066 | 4.0000000  | 10.0000000 |
| 44QUES | DEVLP SUBORDINATES/REQ                   | 44 | 8.8181818 | 1.5291391 | 2.0000000  | 10.0000000 |
| 44DELT | DELTA-DEVELOP SUBORDINATES               | 44 | 0.5909091 | 1.4991188 | -5.0000000 | 3.0000000  |
| 45QUES | UNDRSTND ROLE CO & XO/CUR                | 44 | 7.3181818 | 2.4756745 | 0          | 10.0000000 |
| 45QUES | UNDRSTND ROLE CO & XO/REQ                | 44 | 8.8181818 | 1.6881630 | 2.0000000  | 10.0000000 |
| 45DELT | DELTA-UNDERSTANDING ROLE OF CO/XO        | 44 | 1.5000000 | 2.7995016 | -5.0000000 | 10.0000000 |
| 46QUES | PROM INNOVT & RISK BHVR/CUR              | 44 | 7.6818182 | 1.7222582 | 2.0000000  | 10.0000000 |
| 46QUES | PROM INNOVT & RISK BHVR/REQ              | 44 | 8.4545455 | 1.5914677 | 2.0000000  | 10.0000000 |
| 46DELT | DELTA-PROM INNOV. & RISK BEHAVIOR        | 44 | 0.7727273 | 1.9984137 | -4.0000000 | 6.0000000  |
| RGNBEN | ORGANIZATIONAL BEHAVIOR                  | 44 | 8.0654545 | 1.2931761 | 6.0000000  | 10.0000000 |
| RGAGC  | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 44 | 7.7938312 | 1.2793508 | 4.0000000  | 9.9285714  |
| RGAGR  | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 44 | 8.7905844 | 1.0419987 | 5.7857143  | 10.0000000 |
| RGDELT | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 44 | 0.9967532 | 1.4718490 | -3.5716286 | 5.0000000  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

-----  
POSIT1=DIR-----

| Variable Label |   | N   | Mean      | Std Dev    | Minimum    | Maximum    |
|----------------|---|-----|-----------|------------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                | 143 | 7.3426573 | 2.1100193  | 0          | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                | 143 | 8.4265734 | 1.6032077  | 1.0000000  | 10.0000000 |
| 33DELT         | DELTA-KNOW & SUPPORT OFF FORCES         | 143 | 1.0839161 | 2.0192611  | -4.0000000 | 7.0000000  |
| 34QUES         | DEVLP & COMM COND VISM/CUR              | 143 | 7.5524476 | 1.9161226  | 0          | 10.0000000 |
| 34QUES         | DEVLP & COMM COND VISM/REQ              | 143 | 8.7342657 | 1.6697434  | 0          | 10.0000000 |
| 34DELT         | DELTA-DEVELOP & COMM COMMAND VISION     | 143 | 1.1818182 | 1.9881209  | -8.0000000 | 7.0000000  |
| 35QUES         | IMPWR IND & WORK GRP/CUR                | 143 | 8.0489510 | 1.6671164  | 2.0000000  | 10.0000000 |
| 35QUES         | IMPWR IND & WORK GRP/REQ                | 143 | 8.9230769 | 1.1872380  | 5.0000000  | 10.0000000 |
| 35DELT         | DELTA-EMPOWER INV & WORK GROUPS         | 143 | 0.8741259 | 1.6778051  | -3.0000000 | 7.0000000  |
| 36QUES         | DEVLP NON-PARCHIL PERSP/CUR             | 141 | 8.0851064 | 1.7987669  | 0          | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHIL PERSP/REQ             | 142 | 8.7676056 | 1.2864018  | 5.0000000  | 10.0000000 |
| 36DELT         | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE | 141 | 0.6579433 | 1.7449304  | -3.0000000 | 8.0000000  |
| 37QUES         | BUILDING TRUST/CUR                      | 143 | 8.4685315 | 1.3521199  | 4.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                      | 143 | 9.2307692 | 1.1176705  | 5.0000000  | 10.0000000 |
| 37DELT         | DELTA-BUILDING TRUST                    | 143 | 0.7622378 | 1.3888796  | -3.0000000 | 5.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                     | 143 | 8.2307692 | 1.4903082  | 4.0000000  | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                     | 143 | 9.1958042 | 1.1086011  | 6.0000000  | 10.0000000 |
| 38DELT         | DELTA-MANAGING CHANGE                   | 143 | 0.9650350 | 1.4747288  | -3.0000000 | 6.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                   | 143 | 8.0839161 | 1.5267405  | 4.0000000  | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                   | 143 | 9.2587413 | 1.0662114  | 6.0000000  | 10.0000000 |
| 39DELT         | DELTA-MANAGING CONFLICT                 | 143 | 1.1748252 | 1.5119928  | -2.0000000 | 6.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                   | 142 | 8.3096892 | 1.5120467  | 4.0000000  | 10.0000000 |
| 40QUES         | BUILDING TEAMWORK/REQ                   | 143 | 9.2587413 | 1.0326589  | 6.0000000  | 10.0000000 |
| 40DELT         | DELTA-BUILDING TEAMWORK                 | 142 | 0.9436620 | 1.4624115  | -3.0000000 | 5.0000000  |
| 41QUES         | DEVLP POS ORGAN CLIMAT/CUR              | 143 | 8.2727273 | 1.4688398  | 4.0000000  | 10.0000000 |
| 41QUES         | DEVLP POS ORGAN CLIMAT/REQ              | 143 | 9.3706294 | 0.9395708  | 7.0000000  | 10.0000000 |
| 41DELT         | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT  | 143 | 1.0979021 | 1.5073280  | -3.0000000 | 5.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                   | 143 | 8.1958042 | 1.46444075 | 4.0000000  | 10.0000000 |
| 42QUES         | MOTIVATING PEOPLE/REQ                   | 143 | 9.3216783 | 0.9466641  | 6.0000000  | 10.0000000 |
| 42DELT         | DELTA-MOTIVATING PEOPLE                 | 143 | 1.1258741 | 1.4185250  | -2.0000000 | 5.0000000  |
| 43QUES         | EMPL COORD MECHNSM/CUR                  | 143 | 7.8181818 | 1.6768362  | 3.0000000  | 10.0000000 |
| 43QUES         | EMPL COORD MECHNSM/REQ                  | 143 | 8.8461538 | 1.1586034  | 5.0000000  | 10.0000000 |
| 43DELT         | DELTA-EMPLOY COORD MECHANISMS           | 143 | 1.0279720 | 1.6612572  | -4.0000000 | 6.0000000  |
| 44QUES         | DEVLP SUBORDINATES/CUR                  | 143 | 8.3426573 | 1.5659443  | 3.0000000  | 10.0000000 |
| 44QUES         | DEVLP SUBORDINATES/REQ                  | 143 | 9.1748252 | 1.0435225  | 6.0000000  | 10.0000000 |
| 44DELT         | DELTA-DEVELOP SUBORDINATES              | 143 | 0.8321678 | 1.4485836  | -2.0000000 | 5.0000000  |
| 45QUES         | UNDRSTND ROLE CO & XO/CUR               | 143 | 7.8391608 | 1.6343597  | 2.0000000  | 10.0000000 |

|         |  |     |           |           |            |            |
|---------|--|-----|-----------|-----------|------------|------------|
| 45QUES  | UNDRSTND ROLE CO & X0/REQ                | 143 | 9.0209790 | 1.3346336 | 2.0000000  | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/X0        | 143 | 1.1818182 | 1.8638003 | -8.0000000 | 6.0000000  |
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 142 | 7.8732394 | 1.7004762 | 3.0000000  | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 142 | 8.7605634 | 1.3417971 | 5.0000000  | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 142 | 0.8873239 | 1.6889234 | -5.0000000 | 5.0000000  |
| RGNBEH  | ORGANIZATIONAL BEHAVIOR                  | 143 | 7.9650350 | 2.0808063 | 1.0000000  | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 139 | 8.0246660 | 1.2675480 | 4.6428571  | 10.0000000 |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 141 | 9.0278622 | 0.8970218 | 6.0714286  | 10.0000000 |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 139 | 1.0015416 | 1.2533442 | -2.0000000 | 4.5000000  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

-----POSIT1=OPS-----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                 | 16 | 8.6250000 | 1.8211718 | 4.0000000  | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                 | 16 | 9.5000000 | 0.8944272 | 7.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OPF FORCES          | 16 | 0.8750000 | 1.8211718 | -3.0000000 | 5.0000000  |
| 34QUES         | DEVLP & COMM COMD VISN/CUR               | 16 | 7.6250000 | 1.9958290 | 4.0000000  | 10.0000000 |
| 34QUES         | DEVLP & COMM COMD VISN/REQ               | 16 | 9.0625000 | 1.5692355 | 4.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION      | 16 | 1.4375000 | 1.7114808 | 0          | 5.0000000  |
| 35QUES         | IMPOWR IND & WORK GRP/CUR                | 16 | 7.5625000 | 2.3935678 | 2.0000000  | 10.0000000 |
| 35QUES         | IMPOWR IND & WORK GRP/REQ                | 16 | 8.6875000 | 2.5223997 | 2.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS          | 16 | 1.1250000 | 1.6683325 | -2.0000000 | 4.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR               | 16 | 8.1875000 | 2.0402206 | 3.0000000  | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ               | 16 | 8.5625000 | 2.0320351 | 3.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 16 | 0.3750000 | 2.0289570 | -2.0000000 | 4.0000000  |
| 37QUES         | BUILDING TRUST/CUR                       | 16 | 8.6250000 | 1.3102163 | 7.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                       | 16 | 9.3125000 | 1.0144785 | 7.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                     | 16 | 0.6875000 | 1.1383468 | -1.0000000 | 3.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                      | 16 | 8.2500000 | 1.5275252 | 5.0000000  | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                      | 16 | 9.3750000 | 1.0878113 | 6.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                    | 16 | 1.1250000 | 1.6683325 | -2.0000000 | 4.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                    | 16 | 8.1250000 | 1.2041595 | 6.0000000  | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                    | 16 | 9.3125000 | 1.4008926 | 5.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                  | 16 | 1.1875000 | 1.7596980 | -4.0000000 | 3.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                    | 16 | 8.2500000 | 1.9493589 | 3.0000000  | 10.0000000 |
| 40QUES         | BUILDING TEAMWORK/REQ                    | 16 | 9.1250000 | 1.5438048 | 5.0000000  | 10.0000000 |
| 40DELTA        | DELTA-BUILDING TEAMWORK                  | 16 | 0.8750000 | 1.7841898 | -2.0000000 | 6.0000000  |
| 41QUES         | DEVLP POS ORGAN CLIMAT/CUR               | 16 | 8.7500000 | 1.2909944 | 6.0000000  | 10.0000000 |
| 41QUES         | DEVLP POS ORGAN CLIMAT/REQ               | 16 | 9.5625000 | 0.8139410 | 8.0000000  | 10.0000000 |
| 41DELTA        | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 16 | 0.8125000 | 1.6007811 | -2.0000000 | 4.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                    | 16 | 8.6250000 | 1.4083087 | 5.0000000  | 10.0000000 |
| 42QUES         | MOTIVATING PEOPLE/REQ                    | 16 | 9.5625000 | 0.7274384 | 8.0000000  | 10.0000000 |
| 42DELTA        | DELTA-MOTIVATING PEOPLE                  | 16 | 0.9375000 | 1.5692355 | -2.0000000 | 5.0000000  |
| 43QUES         | EMPLY COORD MECHNSH/CUR                  | 16 | 7.6875000 | 1.8518009 | 4.0000000  | 10.0000000 |
| 43QUES         | EMPLY COORD MECHNSH/REQ                  | 16 | 8.6875000 | 1.9224550 | 3.0000000  | 10.0000000 |
| 43DELTA        | DELTA-EMPLOY COORD MECHANISMS            | 16 | 1.0000000 | 2.3664319 | -4.0000000 | 6.0000000  |
| 44QUES         | DEVLP SUBORDINATES/CUR                   | 16 | 8.7500000 | 1.3904436 | 6.0000000  | 10.0000000 |
| 44QUES         | DEVLP SUBORDINATES/REQ                   | 16 | 9.0000000 | 1.5916469 | 5.0000000  | 10.0000000 |
| 44DELTA        | DELTA-DEVELOP SUBORDINATES               | 16 | 0.2500000 | 1.5705625 | -2.0000000 | 3.0000000  |
| 45QUES         | UNDRSTND ROLE CO & X0/CUR                | 16 | 6.9375000 | 2.6949026 | 3.0000000  | 10.0000000 |
| 45QUES         | UNDRSTND ROLE CO & X0/REQ                | 16 | 8.8750000 | 1.8574176 | 3.0000000  | 10.0000000 |
| 45DELTA        | DELTA-UNDERSTANDING ROLE OF CO/X0        | 16 | 1.9375000 | 2.7439327 | -2.0000000 | 7.0000000  |
| 46QUES         | PROM INNOVT & RISK BHVR/CUR              | 16 | 8.0000000 | 1.8257419 | 5.0000000  | 10.0000000 |
| 46QUES         | PROM INNOVT & RISK BHVR/REQ              | 16 | 8.5000000 | 1.8973666 | 4.0000000  | 10.0000000 |
| 46DELTA        | DELTA-PROM INNOV. & RISK BEHAVIOR        | 16 | 0.5000000 | 2.0976177 | -3.0000000 | 5.0000000  |
| RGNBEH         | ORGANIZATIONAL BEHAVIOR                  | 16 | 8.3125000 | 2.3584953 | 3.0000000  | 10.0000000 |
| RGAGC          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 16 | 8.1428571 | 1.4254728 | 4.9285714  | 10.0000000 |
| RGAGR          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 16 | 9.0803571 | 1.2418099 | 5.7857143  | 10.0000000 |
| RGDELTA        | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 16 | 0.9375000 | 1.4809160 | -1.5000000 | 4.2142857  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

-----POSIT1=OTHER-----

| Variable Label |                                 | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|---------------------------------|----|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR        | 95 | 7.8526316 | 1.8960677 | 3.0000000  | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ        | 95 | 8.5263158 | 1.8441518 | 2.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OPF FORCES | 96 | 0.6808511 | 2.1109686 | -6.0000000 | 7.0000000  |

|         |  |    |           |           |             |            |
|---------|--|----|-----------|-----------|-------------|------------|
| 34QUES  | DEVLP & COMM COMM VISION/CUR             | 95 | 7.6000000 | 1.8872472 | 1.0000000   | 10.0000000 |
| 34QUES  | DEVLP & COMM COMM VISION/REQ             | 95 | 8.5789474 | 1.8712776 | 0           | 10.0000000 |
| 34DELTA | DELTA-DEVELOP & COMM COMMAND VISION      | 94 | 1.0000000 | 2.1800661 | -6.0000000  | 7.0000000  |
| 35QUES  | IMPOR IND & WORK GRP/CUR                 | 95 | 8.3157895 | 1.6390394 | 2.0000000   | 10.0000000 |
| 35QUES  | IMPOR IND & WORK GRP/REQ                 | 95 | 8.9052632 | 1.5372930 | 3.0000000   | 10.0000000 |
| 35DELTA | DELTA-EMPOWER INV & WORK GROUPS          | 94 | 0.5957447 | 1.8334945 | -5.0000000  | 5.0000000  |
| 36QUES  | DEVLP NON-PARCHL PERSP/CUR               | 91 | 8.1538462 | 1.9432108 | 0           | 10.0000000 |
| 36QUES  | DEVLP NON-PARCHL PERSP/REQ               | 91 | 8.6043956 | 1.5908008 | 0           | 10.0000000 |
| 36DELTA | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 90 | 0.4666667 | 1.4855105 | -3.0000000  | 5.0000000  |
| 37QUES  | BUILDING TRUST/CUR                       | 96 | 8.7466809 | 1.3111263 | 5.0000000   | 10.0000000 |
| 37QUES  | BUILDING TRUST/REQ                       | 95 | 9.3157895 | 1.0941154 | 4.0000000   | 10.0000000 |
| 37DELTA | DELTA-BUILDING TRUST                     | 93 | 0.5698925 | 1.5421459 | -5.0000000  | 5.0000000  |
| 38QUES  | MANAGING CHANGE/CUR                      | 95 | 8.2315789 | 1.5049750 | 4.0000000   | 10.0000000 |
| 38QUES  | MANAGING CHANGE/REQ                      | 95 | 9.1789474 | 1.1758107 | 4.0000000   | 10.0000000 |
| 38DELTA | DELTA-MANAGING CHANGE                    | 94 | 0.9574468 | 1.6258324 | -5.0000000  | 5.0000000  |
| 39QUES  | MANAGING CONFLICT/CUR                    | 95 | 7.9052632 | 1.4736962 | 4.0000000   | 10.0000000 |
| 39QUES  | MANAGING CONFLICT/REQ                    | 95 | 9.0210526 | 1.4511840 | 4.0000000   | 10.0000000 |
| 39DELTA | DELTA-MANAGING CONFLICT                  | 94 | 1.1276596 | 2.0066237 | -5.0000000  | 5.0000000  |
| 40QUES  | BUILDING TEAMWORK/CUR                    | 95 | 8.5473684 | 1.4124705 | 5.0000000   | 10.0000000 |
| 40QUES  | BUILDING TEAMWORK/REQ                    | 95 | 9.2315789 | 1.1527269 | 4.0000000   | 10.0000000 |
| 40DELTA | DELTA-BUILDING TEAMWORK                  | 94 | 0.7021277 | 1.6052989 | -5.0000000  | 5.0000000  |
| 41QUES  | DEVLP POS ORGAN CLIMAT/CUR               | 95 | 8.4842105 | 1.3357854 | 4.0000000   | 10.0000000 |
| 41QUES  | DEVLP POS ORGAN CLIMAT/REQ               | 95 | 9.2000000 | 1.1260928 | 4.0000000   | 10.0000000 |
| 41DELTA | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 94 | 0.7234043 | 1.5821875 | -5.0000000  | 6.0000000  |
| 42QUES  | MOTIVATING PEOPLE/CUR                    | 95 | 8.2421053 | 1.4418944 | 4.0000000   | 10.0000000 |
| 42QUES  | MOTIVATING PEOPLE/REQ                    | 95 | 9.1263158 | 1.4309802 | 2.0000000   | 10.0000000 |
| 42DELTA | DELTA-MOTIVATING PEOPLE                  | 94 | 0.9042553 | 1.7168936 | -5.0000000  | 6.0000000  |
| 43QUES  | EMPL COORD MECHNSM/CUR                   | 95 | 7.5684211 | 1.9276964 | 0           | 10.0000000 |
| 43QUES  | EMPL COORD MECHNSM/REQ                   | 95 | 8.6315789 | 1.7013926 | 2.0000000   | 10.0000000 |
| 43DELTA | DELTA-EMPLOY COORD MECHANISMS            | 94 | 1.0851064 | 2.0407651 | -4.0000000  | 7.0000000  |
| 44QUES  | DEVLP SUBORDINATES/CUR                   | 95 | 8.3263158 | 1.5672316 | 4.0000000   | 10.0000000 |
| 44QUES  | DEVLP SUBORDINATES/REQ                   | 95 | 8.9789474 | 1.4802167 | 4.0000000   | 10.0000000 |
| 44DELTA | DELTA-DEVELOP SUBORDINATES               | 94 | 0.6595745 | 1.8465498 | -4.0000000  | 6.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/CUR                | 95 | 7.8421053 | 2.1552501 | 1.0000000   | 10.0000000 |
| 45QUES  | UNDRSTND ROLE CO & XO/REQ                | 95 | 8.5052632 | 2.5047771 | 0           | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 94 | 0.6702128 | 3.1533846 | -10.0000000 | 9.0000000  |
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 95 | 7.9052632 | 1.8684029 | 2.0000000   | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 95 | 8.6631579 | 1.5952758 | 4.0000000   | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 94 | 0.7659574 | 1.9698018 | -5.0000000  | 7.0000000  |
| RGMSEH  | ORGANIZATIONAL BEHAVIOR                  | 96 | 8.2812500 | 1.6267703 | 3.0000000   | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 90 | 8.1158730 | 1.2854725 | 4.5714286   | 10.0000000 |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 91 | 8.8720565 | 1.1798342 | 4.4285714   | 10.0000000 |
| RGDELT  | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 89 | 0.7624398 | 1.4306306 | -3.9285714  | 5.0714286  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

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POSIT1=30-----

| Variable Label |   | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|---|----|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                | 72 | 8.0138889 | 1.9751488 | 2.0000000  | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                | 72 | 8.7083333 | 1.5052724 | 3.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OPF FORCES         | 72 | 0.6944444 | 2.1795392 | -5.0000000 | 6.0000000  |
| 34QUES         | DEVLP & COMM COMM VISION/CUR            | 72 | 7.8611111 | 1.5610400 | 4.0000000  | 10.0000000 |
| 34QUES         | DEVLP & COMM COMM VISION/REQ            | 72 | 8.9861111 | 1.2614887 | 4.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION     | 72 | 1.1250000 | 1.5916817 | -2.0000000 | 6.0000000  |
| 35QUES         | IMPOR IND & WORK GRP/CUR                | 72 | 8.3472222 | 1.3017834 | 4.0000000  | 10.0000000 |
| 35QUES         | IMPOR IND & WORK GRP/REQ                | 72 | 9.1388889 | 1.0916528 | 6.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS         | 72 | 0.7916667 | 1.4135910 | -3.0000000 | 6.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR              | 71 | 8.4647887 | 1.3291349 | 4.0000000  | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ              | 71 | 9.0140845 | 1.1770782 | 6.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE | 71 | 0.5492958 | 1.5286664 | -3.0000000 | 6.0000000  |
| 37QUES         | BUILDING TRUST/CUR                      | 72 | 8.6388889 | 1.2368241 | 5.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                      | 72 | 9.4166667 | 1.0174533 | 5.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                    | 72 | 0.7777778 | 1.3554504 | -4.0000000 | 4.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                     | 72 | 8.2222222 | 1.3132287 | 5.0000000  | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                     | 72 | 9.3333333 | 0.9694253 | 6.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                   | 72 | 1.1111111 | 1.4588782 | -3.0000000 | 5.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                   | 72 | 8.0694444 | 1.4273623 | 4.0000000  | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                   | 72 | 9.2777778 | 0.9673868 | 6.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                 | 72 | 1.2083333 | 1.6092821 | -3.0000000 | 5.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                   | 72 | 8.4166667 | 1.3295133 | 4.0000000  | 10.0000000 |

|         |  |    |           |           |            |            |
|---------|--|----|-----------|-----------|------------|------------|
| 40QUES  | BUILDING TEAMWORK/REQ                    | 72 | 9.5277778 | 0.8716541 | 6.0000000  | 10.0000000 |
| 40DELTA | DELTA-BUILDING TEAMWORK                  | 72 | 1.1111111 | 1.5249618 | -3.0000000 | 6.0000000  |
| 41QUES  | DEVLP POS ORGAN CLIMAT/CUR               | 72 | 8.3472222 | 1.2577615 | 4.0000000  | 10.0000000 |
| 41QUES  | DEVLP POS ORGAN CLIMAT/REQ               | 72 | 9.5138889 | 0.9037178 | 6.0000000  | 10.0000000 |
| 41DELTA | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 72 | 1.1666667 | 1.4042190 | -3.0000000 | 6.0000000  |
| 42QUES  | MOTIVATING PEOPLE/CUR                    | 72 | 8.1944444 | 1.4304425 | 4.0000000  | 10.0000000 |
| 42QUES  | MOTIVATING PEOPLE/REQ                    | 72 | 9.4027778 | 0.9140488 | 6.0000000  | 10.0000000 |
| 42DELTA | DELTA-MOTIVATING PEOPLE                  | 72 | 1.2083333 | 1.6092821 | -3.0000000 | 6.0000000  |
| 43QUES  | EMPLY COORD MECHNSM/CUR                  | 72 | 7.8055556 | 1.4977814 | 4.0000000  | 10.0000000 |
| 43QUES  | EMPLY COORD MECHNSM/REQ                  | 72 | 8.9166667 | 1.1352235 | 5.0000000  | 10.0000000 |
| 43DELTA | DELTA-EMPLOY COORD MECHANISMS            | 72 | 1.1111111 | 1.4969975 | -2.0000000 | 5.0000000  |
| 44QUES  | DEVLP SUBORDINATES/CUR                   | 72 | 8.2361111 | 1.3685919 | 4.0000000  | 10.0000000 |
| 44QUES  | DEVLP SUBORDINATES/REQ                   | 72 | 9.1805556 | 1.0254012 | 6.0000000  | 10.0000000 |
| 44DELTA | DELTA-DEVELOP SUBORDINATES               | 72 | 0.9444444 | 1.5644725 | -3.0000000 | 5.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/CUR                | 72 | 8.5555556 | 1.4426979 | 3.0000000  | 10.0000000 |
| 45QUES  | UNDRSTND ROLE CO & XO/REQ                | 72 | 9.6111111 | 0.8316885 | 6.0000000  | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 72 | 1.0555556 | 1.5280374 | -3.0000000 | 6.0000000  |
| 46QUES  | PROM INNOV & RISK BHVR/CUR               | 72 | 8.0694444 | 1.6126820 | 4.0000000  | 10.0000000 |
| 46QUES  | PROM INNOV & RISK BHVR/REQ               | 72 | 8.9722222 | 1.1002205 | 6.0000000  | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 72 | 0.9027778 | 1.5397066 | -3.0000000 | 6.0000000  |
| RGMBEH  | ORGANIZATIONAL BEHAVIOR                  | 72 | 8.3472222 | 1.8926077 | 1.0000000  | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 71 | 8.2364185 | 1.1062104 | 4.1428571  | 10.0000000 |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 71 | 9.2102616 | 0.8404746 | 6.0000000  | 10.0000000 |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 71 | 0.9738431 | 1.2403705 | -2.7142857 | 5.4285714  |

#### MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS

----- POSIT1=\*

| Variable Label |  | N | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|---|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 8 | 7.0000000 | 1.5118579 | 5.0000000  | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 8 | 8.1250000 | 1.8850919 | 5.0000000  | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 8 | 1.1250000 | 1.5526475 | -1.0000000 | 4.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 8 | 7.8750000 | 1.4577380 | 6.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 8 | 8.6250000 | 1.4078860 | 6.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 8 | 0.7500000 | 0.8864053 | 0          | 2.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 8 | 6.5000000 | 2.5634798 | 2.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 8 | 7.8750000 | 1.5526475 | 6.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 8 | 1.3750000 | 2.3260942 | -1.0000000 | 6.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 8 | 4.2500000 | 1.3887301 | 3.0000000  | 7.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 8 | 6.5000000 | 2.7774603 | 0          | 9.0000000  |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 8 | 2.2500000 | 2.7124054 | -3.0000000 | 6.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 8 | 7.5000000 | 1.4142136 | 5.0000000  | 9.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 8 | 8.3750000 | 1.3024702 | 7.0000000  | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 8 | 0.8750000 | 1.3562027 | -1.0000000 | 3.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/CUR              | 8 | 8.1250000 | 1.2464235 | 6.0000000  | 10.0000000 |
| 52QUES         | PROM ETHICL PRAC IN OPS/REQ              | 8 | 8.8750000 | 1.1259916 | 7.0000000  | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 8 | 0.1250000 | 0.3535534 | 0          | 1.0000000  |
| ANPOMER        | MANPOWER/HUMAN RES MGMT                  | 8 | 7.6250000 | 1.9955307 | 5.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 8 | 6.8750000 | 0.9950273 | 5.3333333  | 8.1666667  |
| ANAGR          | AGGREGATE--MANPWER MGMT/HRM ISSUES/R     | 8 | 8.0625000 | 1.3121456 | 6.3333333  | 9.6666667  |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 8 | 1.1875000 | 1.4892139 | -1.3333333 | 3.1666667  |

----- POSIT1=CO-----

| Variable Label |                                    | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|------------------------------------|----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR        | 97 | 6.7010309 | 2.0471777 | 1.0000000  | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ        | 97 | 8.2268041 | 1.3731439 | 3.0000000  | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL       | 97 | 1.5257732 | 1.6776272 | -2.0000000 | 6.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR        | 97 | 8.1237113 | 1.4948345 | 4.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ        | 97 | 8.7216495 | 1.2594746 | 5.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL       | 97 | 0.5979381 | 1.2471617 | -3.0000000 | 5.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR         | 96 | 7.4062500 | 1.8097870 | 3.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ         | 96 | 8.4895833 | 1.2895923 | 4.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS | 96 | 1.0833333 | 1.5672078 | -2.0000000 | 6.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR         | 95 | 5.5263158 | 2.7438213 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ         | 95 | 7.2000000 | 2.4564288 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS       | 95 | 1.6736842 | 2.5700489 | -7.0000000 | 7.0000000  |
| 51QUES         | MANG MULTI-CULT DIVERSITY/CUR      | 97 | 7.5367010 | 1.8594862 | 2.0000000  | 10.0000000 |

|         |  |    |           |           |            |            |
|---------|--|----|-----------|-----------|------------|------------|
| 51QUES  | MANG MULTI-CULT DIVRSTY/REQ              | 97 | 8.2474227 | 1.7642222 | 1.0000000  | 10.0000000 |
| 51DELTA | DELTA-MANAGE MULTI-CULT DIVERSITY        | 97 | 0.6907216 | 1.6352932 | -4.0000000 | 6.0000000  |
| 52QUES  | PROM ETHICL PRAC IN OPS/CUR              | 96 | 8.5104167 | 1.5148027 | 4.0000000  | 10.0000000 |
| 52QUES  | PROM ETHICL PRAC IN OPS/REQ              | 96 | 9.1250000 | 1.3078709 | 4.0000000  | 10.0000000 |
| 52DELTA | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 97 | 0.4639175 | 0.5012870 | 0          | 1.0000000  |
| ANPOMER | MANPOWER/HUMAN RES MGMT                  | 97 | 8.0309278 | 1.7105896 | 3.0000000  | 10.0000000 |
| ANAGC   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 94 | 7.2819149 | 1.5531266 | 3.1666667  | 10.0000000 |
| ANAGR   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 94 | 8.3404255 | 1.2104964 | 4.1666667  | 10.0000000 |
| ANDELTA | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 94 | 1.0585106 | 1.2314835 | -2.0000000 | 4.6666667  |

**MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS**

-----POSIT1=OH-----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 44 | 5.5454545 | 2.4252024 | 0          | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 44 | 7.8636364 | 2.5932911 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 44 | 2.3181818 | 3.0558577 | -7.0000000 | 7.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 44 | 7.6136364 | 1.5584117 | 4.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER-BY REG PROC/REQ              | 44 | 8.7727273 | 1.4763821 | 2.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 44 | 1.1590909 | 1.7776805 | -5.0000000 | 5.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 44 | 6.9545455 | 1.9878064 | 0          | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 44 | 8.6136364 | 1.6025548 | 0          | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 44 | 1.6590909 | 1.9161879 | -3.0000000 | 7.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 44 | 4.1590909 | 2.6320315 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 44 | 6.8409091 | 2.9722999 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 44 | 2.6818182 | 3.5553610 | -4.0000000 | 9.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 44 | 7.4318182 | 1.7035903 | 2.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 44 | 8.0454545 | 1.9760725 | 0          | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 44 | 0.6136364 | 1.5282767 | -4.0000000 | 4.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/CUR              | 44 | 8.2272727 | 1.4445348 | 4.0000000  | 10.0000000 |
| 52QUES         | PROM ETHICL PRAC IN OPS/REQ              | 44 | 9.0227273 | 1.2102015 | 5.0000000  | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 44 | 0.4772727 | 0.5052578 | 0          | 1.0000000  |
| ANPOMER        | MANPOWER/HUMAN RES MGMT                  | 44 | 8.2045455 | 1.5638287 | 4.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 44 | 6.6553030 | 1.5132480 | 2.0000000  | 9.8333333  |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 44 | 8.1931818 | 1.5642766 | 2.6666667  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 44 | 1.5378788 | 1.7151339 | -3.1666667 | 4.8333333  |

-----POSIT1=DIR-----

| Variable Label |  | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|-----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 143 | 6.8181818 | 2.2940105 | 0          | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 143 | 8.4265734 | 1.6804154 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 143 | 1.6083916 | 2.3013620 | -6.0000000 | 9.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 143 | 7.9790210 | 1.6845133 | 5.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 143 | 8.7342657 | 1.3051957 | 5.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 143 | 0.7552448 | 1.6151431 | -4.0000000 | 7.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 142 | 7.4507042 | 1.9985011 | 1.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 142 | 8.5845070 | 1.3113955 | 4.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 142 | 1.1338028 | 1.9686510 | -4.0000000 | 7.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 143 | 5.5664336 | 2.6525551 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 143 | 7.5384615 | 2.3369935 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 143 | 1.9720280 | 2.7165224 | -6.0000000 | 8.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 143 | 7.2867133 | 2.0542720 | 2.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 143 | 8.0349650 | 2.1767419 | 0          | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 143 | 0.7482517 | 2.1012020 | -8.0000000 | 7.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/CUR              | 143 | 8.2867133 | 1.5456544 | 3.0000000  | 10.0000000 |
| 52QUES         | PROM ETHICL PRAC IN OPS/REQ              | 143 | 8.9300699 | 1.5638988 | 0          | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 143 | 0.5104895 | 0.5016470 | 0          | 1.0000000  |
| ANPOMER        | MANPOWER/HUMAN RES MGMT                  | 143 | 8.2517483 | 1.7501249 | 2.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 142 | 7.2523944 | 1.6679614 | 3.1666667  | 10.0000000 |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 142 | 8.3779343 | 1.3686107 | 3.1666667  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 142 | 1.1455399 | 1.5843575 | -4.1666667 | 5.3333333  |

**MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS**

-----POSIT1=OPS-----

| Variable Label |  | N | Mean | Std Dev | Minimum | Maximum |
|----------------|--|---|------|---------|---------|---------|
|----------------|--|---|------|---------|---------|---------|

|          |  |    |           |           |            |            |
|----------|--|----|-----------|-----------|------------|------------|
| 47QUES   | MNG CIV PER BY REG PROC/CUR              | 16 | 5.3750000 | 3.0956959 | 1.0000000  | 10.0000000 |
| 47QUES   | MNG CIV PER BY REG PROC/REQ              | 16 | 7.9375000 | 2.3228933 | 1.0000000  | 10.0000000 |
| 47DELTA  | DELTA-MANAGING CIV PERSONNEL             | 16 | 2.5625000 | 2.8511694 | -2.0000000 | 7.0000000  |
| 48QUES   | MNG MIL PER BY REG PROC/CUR              | 16 | 7.2500000 | 2.1756225 | 3.0000000  | 10.0000000 |
| 48QUES   | MNG MIL PER BY REG PROC/REQ              | 16 | 8.0625000 | 1.8062392 | 4.0000000  | 10.0000000 |
| 48DELTA  | DELTA-MANAGING MIL PERSONNEL             | 16 | 0.8125000 | 2.2867371 | -5.0000000 | 5.0000000  |
| 49QUES   | EVAL MANPWR STAF NEEDS/CUR               | 16 | 7.4375000 | 1.9311050 | 3.0000000  | 10.0000000 |
| 49QUES   | EVAL MANPWR STAF NEEDS/REQ               | 16 | 8.5625000 | 1.2632630 | 6.0000000  | 10.0000000 |
| 49DELTA  | DELTA-EVAL MANPOWER STAFFING NEEDS       | 16 | 1.1250000 | 2.0289570 | -2.0000000 | 6.0000000  |
| 50QUES   | MANAGE LABOR RELATIONS/CUR               | 16 | 4.5000000 | 3.1411251 | 0          | 10.0000000 |
| 50QUES   | MANAGE LABOR RELATIONS/REQ               | 16 | 7.1875000 | 2.9033027 | 0          | 10.0000000 |
| 50DELTA  | DELTA-MANAGE LABOR RELATIONS             | 16 | 2.6875000 | 2.5223997 | -2.0000000 | 7.0000000  |
| 51QUES   | MANG MULTI-CULT DIVRSTY/CUR              | 16 | 6.7500000 | 2.1134490 | 3.0000000  | 10.0000000 |
| 51QUES   | MANG MULTI-CULT DIVRSTY/REQ              | 16 | 7.3750000 | 2.5787594 | 0          | 10.0000000 |
| 51DELTA  | DELTA-MANAGE MULTI-CULT DIVERSITY        | 16 | 0.6250000 | 2.9636689 | -9.0000000 | 4.0000000  |
| 52QUES   | PRON ETHICL PRAC IN OPS/CUR              | 16 | 7.6875000 | 1.7783419 | 5.0000000  | 10.0000000 |
| 52QUES   | PRON ETHICL PRAC IN OPS/REQ              | 16 | 8.7500000 | 1.6931233 | 5.0000000  | 10.0000000 |
| 52DELTA  | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 16 | 0.3125000 | 0.4787136 | 0          | 1.0000000  |
| A1NPOMER | MANPOWER/HUMAN RES MGMT                  | 16 | 8.1875000 | 1.7594980 | 5.0000000  | 10.0000000 |
| ANAGC    | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 16 | 6.5000000 | 2.0566063 | 3.5000000  | 10.0000000 |
| ANAGR    | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 16 | 7.9791667 | 1.8795931 | 3.8333333  | 10.0000000 |
| ANDELTA  | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 16 | 1.4791667 | 2.0118860 | -2.5000000 | 5.1666667  |

-----POSIT1=OTHER-----

| Variable Label |  | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 95 | 6.0210526 | 2.0781485 | 2.0000000  | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 95 | 7.5578947 | 2.3279787 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 96 | 1.5744681 | 2.9711493 | -8.0000000 | 8.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 95 | 7.9368421 | 1.5215510 | 4.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 95 | 8.3473684 | 1.9987678 | 0          | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 96 | 0.4148936 | 2.2785091 | -8.0000000 | 5.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 95 | 7.2210526 | 1.8228978 | 3.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 95 | 8.3894737 | 1.7399849 | 1.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 96 | 1.1808511 | 2.4228428 | -8.0000000 | 6.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 95 | 4.5578947 | 2.5794432 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 95 | 6.6421053 | 2.9460243 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 96 | 2.1595745 | 3.5235100 | -7.0000000 | 9.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 95 | 7.2842105 | 1.8830891 | 3.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 95 | 7.8421053 | 2.0489530 | 0          | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 96 | 0.5744681 | 2.4951106 | -9.0000000 | 6.0000000  |
| 52QUES         | PRON ETHICL PRAC IN OPS/CUR              | 95 | 8.4526316 | 1.4274544 | 4.0000000  | 10.0000000 |
| 52QUES         | PRON ETHICL PRAC IN OPS/REQ              | 95 | 8.9368421 | 1.8554722 | 0          | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 96 | 0.4375000 | 0.4986825 | 0          | 1.0000000  |
| A1NPOMER       | MANPOWER/HUMAN RES MGMT                  | 96 | 8.1979167 | 1.6066951 | 2.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 95 | 6.9122807 | 1.3405924 | 3.0000000  | 10.0000000 |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 95 | 7.9526316 | 1.7908790 | 1.0000000  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 96 | 1.0656028 | 2.1227586 | -7.6666667 | 6.1666667  |

MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS

-----POSIT1=XO-----

| Variable Label |                                    | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|------------------------------------|----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR        | 72 | 6.8888889 | 1.8881063 | 2.0000000  | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ        | 72 | 8.3194444 | 1.3089765 | 5.0000000  | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL       | 72 | 1.4305556 | 2.1677949 | -4.0000000 | 8.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR        | 72 | 8.0555556 | 1.3828822 | 5.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ        | 72 | 8.6944444 | 1.2060749 | 5.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL       | 72 | 0.6388889 | 1.6640825 | -5.0000000 | 4.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR         | 72 | 7.3750000 | 1.7677350 | 3.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ         | 72 | 8.3472222 | 1.3443646 | 4.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS | 72 | 0.9722222 | 1.9060484 | -4.0000000 | 5.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR         | 72 | 5.1805556 | 2.5025417 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ         | 72 | 7.1805556 | 2.1580272 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS       | 72 | 2.0000000 | 2.5342721 | -3.0000000 | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR        | 72 | 7.6527778 | 1.6286149 | 3.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ        | 72 | 8.3611111 | 1.5226511 | 2.0000000  | 10.0000000 |

|         |  |    |           |           |            |            |
|---------|--|----|-----------|-----------|------------|------------|
| 51DELTA | DELTA-MANAGE MULTI-CULT DIVERSITY        | 72 | 0.7083333 | 1.7315425 | -4.0000000 | 6.0000000  |
| 52QUES  | PROM ETHICL PRAC IN OPS/CUR              | 72 | 8.4722222 | 1.5288053 | 3.0000000  | 10.0000000 |
| 52QUES  | PROM ETHICL PRAC IN OPS/REQ              | 72 | 9.1944444 | 1.2176968 | 5.0000000  | 10.0000000 |
| 52DELTA | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 72 | 0.4583333 | 0.5017575 | 0          | 1.0000000  |
| ANPOWER | HANPOWER/HUMAN RES MGMT                  | 72 | 8.2500000 | 1.3609235 | 4.0000000  | 10.0000000 |
| ANAGC   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 72 | 7.2708333 | 1.3953975 | 3.6666667  | 9.8333333  |
| ANAGR   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 72 | 8.3495370 | 1.1168645 | 5.0000000  | 10.0000000 |
| ANDELTA | AGGREGATE DELTA-- HANPOWER MGMT/HRM ISSU | 72 | 1.0787037 | 1.5257242 | -3.8333333 | 5.1666667  |

COMMUNICATIONS ISSUES MEANS AND DELTAS

----- POSIT1=

| Variable | Label                                | N | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|---|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 8 | 8.1250000 | 1.6420806 | 6.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 8 | 9.6250000 | 0.5175492 | 9.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 8 | 1.5000000 | 1.4142136 | 0          | 3.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 8 | 8.0000000 | 1.0690450 | 6.0000000  | 9.0000000  |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 8 | 9.3750000 | 0.7440238 | 8.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 8 | 1.3750000 | 1.3024702 | -1.0000000 | 3.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 8 | 7.5000000 | 1.9272482 | 4.0000000  | 9.0000000  |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 8 | 8.6250000 | 1.5059406 | 6.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 8 | 1.1250000 | 1.3562027 | 0          | 4.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 8 | 7.6250000 | 1.0606602 | 5.0000000  | 8.0000000  |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 8 | 9.6250000 | 0.5175492 | 9.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 8 | 2.0000000 | 1.3093073 | 1.0000000  | 5.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 8 | 6.8750000 | 2.2520714 | 3.0000000  | 9.0000000  |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 8 | 9.3750000 | 0.7440238 | 8.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 8 | 2.5000000 | 2.5071327 | 0          | 7.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 8 | 8.7500000 | 0.7071068 | 8.0000000  | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 8 | 9.2500000 | 1.1649647 | 7.0000000  | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 8 | 0.5000000 | 1.1952286 | -1.0000000 | 2.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 8 | 7.7500000 | 0.8864053 | 6.0000000  | 9.0000000  |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 8 | 9.3750000 | 1.0606602 | 7.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 8 | 1.6250000 | 1.5979898 | -1.0000000 | 4.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 8 | 8.3750000 | 0.9161254 | 7.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 8 | 9.3750000 | 0.9161254 | 8.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 8 | 1.0000000 | 1.1952286 | 0          | 3.0000000  |
| COMM     | COMMUNICATION                        | 8 | 9.1250000 | 0.9910312 | 7.0000000  | 10.0000000 |
| CONAGC   | AGGREGATE--COMMUNICATIONS/C          | 8 | 7.8750000 | 0.7647362 | 6.6250000  | 8.8750000  |
| CONAGR   | AGGREGATE--COMMUNICATIONS/R          | 8 | 9.3281250 | 0.6645941 | 8.0000000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 8 | 1.4531250 | 1.1532901 | -0.1250000 | 2.7500000  |

----- POSIT1=CO -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 97 | 8.5979381 | 1.3667159 | 4.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 97 | 9.1443299 | 1.0991445 | 5.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 97 | 0.5463918 | 1.3151411 | -3.0000000 | 4.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 97 | 8.2986961 | 1.4660388 | 4.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 97 | 9.2680412 | 1.0258682 | 5.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 97 | 0.9690722 | 1.2946493 | -2.0000000 | 6.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 97 | 8.0103093 | 1.5240765 | 3.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 97 | 9.1752577 | 1.0607614 | 5.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 97 | 1.1649485 | 1.5790320 | -3.0000000 | 7.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 97 | 8.2680412 | 1.5035753 | 4.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 97 | 9.4020619 | 0.9753183 | 6.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 97 | 1.1340206 | 1.3816420 | -1.0000000 | 5.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 97 | 7.9690722 | 1.4822112 | 4.0000000  | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 97 | 8.9793814 | 1.0799246 | 5.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 97 | 1.0103093 | 1.5645476 | -3.0000000 | 6.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 97 | 8.1340206 | 1.5453483 | 4.0000000  | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 97 | 8.9278351 | 1.2437127 | 3.0000000  | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 97 | 0.7938144 | 1.3458125 | -2.0000000 | 5.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 97 | 8.8865979 | 1.2406004 | 6.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 97 | 9.3814433 | 0.9513510 | 6.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 97 | 0.4948454 | 1.0320258 | -2.0000000 | 4.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 97 | 8.1134021 | 1.5198430 | 4.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 97 | 9.1237113 | 0.9816836 | 6.0000000  | 10.0000000 |

|          |                                    |    |           |           |            |            |
|----------|------------------------------------|----|-----------|-----------|------------|------------|
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY | 97 | 1.0103093 | 1.4178538 | -3.0000000 | 6.0000000  |
| COMM     | COMMUNICATION                      | 97 | 8.9381443 | 1.8530068 | 1.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C        | 97 | 8.2847938 | 1.1179965 | 5.1250000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R        | 97 | 9.1752577 | 0.8601152 | 5.8750000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS    | 97 | 0.8904639 | 1.0372706 | -1.2500000 | 4.7500000  |

COMMUNICATIONS ISSUES MEANS AND DELTAS

----- POSIT1=DH -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 44 | 8.3409091 | 1.2378372 | 5.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 44 | 9.0681818 | 1.3011216 | 5.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 44 | 0.7272727 | 1.6616556 | -5.0000000 | 4.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 44 | 7.7954545 | 1.6222228 | 3.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 44 | 9.0909091 | 1.1374836 | 5.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 44 | 1.2954545 | 2.0182832 | -5.0000000 | 7.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 44 | 8.0000000 | 1.5551864 | 3.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 44 | 9.1590909 | 1.0771017 | 5.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 44 | 1.1590909 | 1.6836171 | -4.0000000 | 7.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 44 | 8.2045455 | 1.8373331 | 1.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 44 | 9.2954545 | 0.9296047 | 6.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 44 | 1.0909091 | 1.9978847 | -2.0000000 | 9.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 44 | 7.5909091 | 2.1706232 | 1.0000000  | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 44 | 8.7272727 | 1.3701746 | 5.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 44 | 1.1363636 | 2.2473851 | -4.0000000 | 7.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 44 | 7.3863636 | 2.4132956 | 1.0000000  | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 44 | 8.3463636 | 2.1790857 | 0          | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 44 | 0.9772727 | 2.3673028 | -4.0000000 | 7.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 44 | 8.4090909 | 1.4196362 | 5.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 44 | 9.2272727 | 1.0535353 | 5.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 44 | 0.8181818 | 1.6033791 | -4.0000000 | 5.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 44 | 8.0227273 | 1.3891379 | 4.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 44 | 9.1363636 | 1.0474978 | 6.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 44 | 1.1136364 | 1.5584117 | -3.0000000 | 5.0000000  |
| COMM     | COMMUNICATION                        | 44 | 8.9381812 | 1.3876151 | 5.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 44 | 7.9687500 | 1.3149202 | 4.7500000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 44 | 9.0085227 | 1.0030469 | 5.2500000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 44 | 1.0397727 | 1.4494317 | -3.7500000 | 4.1250000  |

----- POSIT1=DIR -----

| Variable | Label                                | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|--------------------------------------|-----|-----------|-----------|-------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 143 | 8.4335664 | 1.3868570 | 3.0000000   | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 143 | 9.3076923 | 0.9585109 | 5.0000000   | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 143 | 0.8741259 | 1.3419931 | -3.0000000  | 7.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 143 | 8.2867133 | 1.3922440 | 4.0000000   | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 143 | 9.1048951 | 1.2317015 | 0           | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 143 | 0.8181818 | 1.5950468 | -10.0000000 | 5.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 143 | 8.2027972 | 1.4070218 | 4.0000000   | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 143 | 9.0839161 | 1.0973496 | 4.0000000   | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 143 | 0.8811189 | 1.5943983 | -3.0000000  | 6.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 143 | 8.3496503 | 1.5621344 | 3.0000000   | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 143 | 9.3146853 | 0.8992922 | 7.0000000   | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 143 | 0.9650350 | 1.6290176 | -3.0000000  | 7.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 142 | 7.5563380 | 1.8385614 | 3.0000000   | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 142 | 8.6549296 | 1.5530605 | 2.0000000   | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 142 | 1.0985915 | 1.9653374 | -4.0000000  | 6.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 143 | 7.6993007 | 1.9174329 | 2.0000000   | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 143 | 8.5244755 | 1.6480128 | 3.0000000   | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 143 | 0.8251748 | 1.8435830 | -5.0000000  | 6.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 143 | 8.4095105 | 1.2496035 | 5.0000000   | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 143 | 9.1118881 | 1.0421058 | 5.0000000   | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 143 | 0.6223776 | 1.1371090 | -2.0000000  | 3.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 142 | 8.1056338 | 1.4227520 | 5.0000000   | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 143 | 8.9860140 | 1.1382344 | 4.0000000   | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 142 | 0.8802817 | 1.4463571 | -4.0000000  | 5.0000000  |
| COMM     | COMMUNICATION                        | 143 | 8.5944056 | 2.1804284 | 1.0000000   | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 141 | 8.1542553 | 1.1593600 | 5.2500000   | 10.0000000 |

|          |                                 |     |           |           |            |            |
|----------|---------------------------------|-----|-----------|-----------|------------|------------|
| COMAGR   | AGGREGATE--COMMUNICATIONS/R     | 142 | 9.0123239 | 0.9504933 | 5.6250000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS | 141 | 0.8546099 | 1.1509530 | -2.0000000 | 3.3750000  |

**COMMUNICATIONS ISSUES MEANS AND DELTAS**

**----- POSIT1=OPS -----**

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 16 | 8.3125000 | 1.3524669 | 5.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 16 | 9.1875000 | 0.8341663 | 8.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 16 | 0.8750000 | 1.3102163 | 0          | 5.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 16 | 8.4375000 | 1.2632630 | 6.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 16 | 9.1875000 | 0.8341663 | 8.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 16 | 0.7500000 | 1.0000000 | -1.0000000 | 2.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 16 | 7.9375000 | 1.3889446 | 5.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 16 | 8.7500000 | 1.0645813 | 6.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 16 | 0.8125000 | 0.9810708 | -1.0000000 | 2.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 16 | 8.2500000 | 1.5705625 | 6.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 16 | 9.1875000 | 1.7969882 | 3.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 16 | 0.9375000 | 2.1437895 | -4.0000000 | 4.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 16 | 8.0000000 | 1.4605935 | 5.0000000  | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 16 | 9.0625000 | 0.9287088 | 8.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 16 | 1.0625000 | 1.1814539 | -1.0000000 | 3.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 16 | 7.3125000 | 2.1515498 | 4.0000000  | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 16 | 8.2500000 | 1.9148542 | 4.0000000  | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 16 | 0.9375000 | 1.5692355 | -1.0000000 | 4.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 16 | 8.3125000 | 1.4476993 | 5.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 16 | 9.0625000 | 1.4818344 | 5.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 16 | 0.7500000 | 0.9309493 | 0          | 2.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 16 | 7.5625000 | 1.3647344 | 4.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 16 | 8.0625000 | 1.9482898 | 3.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 16 | 0.5000000 | 1.3165612 | -3.0000000 | 2.0000000  |
| COMM     | COMMUNICATION                        | 16 | 8.7500000 | 1.8797163 | 3.0000000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/C          | 16 | 8.0156250 | 1.0437063 | 6.3750000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 16 | 8.8437500 | 1.0892467 | 5.8750000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 16 | 0.8281250 | 0.9000868 | -0.7500000 | 3.0000000  |

**----- POSIT1=OTHER -----**

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 95 | 8.5368421 | 1.2531707 | 4.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 95 | 9.2000000 | 0.9957356 | 5.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 94 | 0.6702128 | 1.4546056 | -3.0000000 | 5.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 95 | 8.1368421 | 1.2932766 | 5.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 95 | 9.0631579 | 1.1467858 | 5.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 94 | 0.9361702 | 1.6383083 | -3.0000000 | 5.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 95 | 8.0000000 | 1.4731642 | 4.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 95 | 9.0000000 | 1.1108767 | 5.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 94 | 1.0106383 | 1.5691562 | -2.0000000 | 6.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 95 | 8.3789474 | 1.3541029 | 5.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 95 | 9.3157895 | 0.9369843 | 5.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 94 | 0.9468085 | 1.4837255 | -2.0000000 | 5.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 95 | 7.5789474 | 2.0451257 | 0          | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 95 | 8.8105263 | 1.4164290 | 0          | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 94 | 1.2446809 | 1.6440585 | -2.0000000 | 9.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 95 | 7.6631579 | 1.8137215 | 1.0000000  | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 95 | 8.5263158 | 1.5077255 | 0          | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 94 | 0.8723404 | 1.7733635 | -6.0000000 | 6.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 95 | 8.6105263 | 1.3706245 | 3.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 95 | 9.2842105 | 0.9186387 | 6.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 94 | 0.6808511 | 1.2288010 | -2.0000000 | 4.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 95 | 8.0842105 | 1.3421415 | 4.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 95 | 9.0105263 | 1.2504870 | 2.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 94 | 0.9361702 | 1.6184986 | -7.0000000 | 5.0000000  |
| COMM     | COMMUNICATION                        | 96 | 8.8854167 | 1.6343020 | 3.0000000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/C          | 95 | 8.1236842 | 1.1470207 | 4.7500000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 95 | 9.0263158 | 0.8416705 | 6.2500000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 94 | 0.9122340 | 1.1782969 | -1.8750000 | 5.0000000  |

COMMUNICATIONS ISSUES MEANS AND DELTAS

----- POSIT1=X0 -----

| Variable | Label                                | N  | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|----|-----------|-----------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 72 | 8.4027778 | 1.2633481 | 5.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 72 | 9.2777778 | 0.9072823 | 7.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 72 | 0.8750000 | 1.2995769 | -2.0000000 | 4.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 72 | 8.2361111 | 1.3053849 | 5.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 72 | 9.3750000 | 0.8464923 | 7.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 72 | 1.1388889 | 1.2368241 | -2.0000000 | 4.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 72 | 7.9722222 | 1.5741953 | 3.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 72 | 9.1111111 | 1.0421678 | 7.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 72 | 1.1388889 | 1.8637049 | -2.0000000 | 7.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 72 | 8.1805556 | 1.3356055 | 5.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 72 | 9.4722222 | 0.8553431 | 7.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 72 | 1.2916667 | 1.5146003 | -2.0000000 | 5.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 72 | 7.3750000 | 1.7796779 | 0          | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 72 | 8.8194444 | 1.2140769 | 5.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 72 | 1.4444444 | 1.7911275 | -3.0000000 | 5.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 72 | 7.3194444 | 2.0680425 | 0          | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 72 | 8.5694444 | 1.6769052 | 0          | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 72 | 1.2500000 | 1.9482748 | -3.0000000 | 8.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 72 | 8.6527778 | 1.3125582 | 4.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 72 | 9.5000000 | 0.7872219 | 7.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 72 | 0.8472222 | 1.3391160 | -2.0000000 | 5.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 72 | 8.1388889 | 1.4661010 | 4.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 72 | 9.2777778 | 0.8916233 | 7.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 72 | 1.1388889 | 1.5592121 | -3.0000000 | 5.0000000  |
| COMM     | COMMUNICATION                        | 72 | 8.8472222 | 1.5713968 | 3.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 72 | 8.0347222 | 1.1016198 | 5.0000000  | 9.7500000  |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 72 | 9.1753472 | 0.7860076 | 6.7500000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 72 | 1.1406250 | 1.1945330 | -1.7500000 | 4.5000000  |

FINANCIAL MANAGEMENT MEANS AND DELTAS

----- NONCH01=CO/X0 -----

| Variable | Label                               | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------------|-----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMNTS/CUR          | 245 | 5.8571429 | 2.3850628 | 0          | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMNTS/REQ          | 245 | 7.4244898 | 1.7200041 | 0          | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMNTS        | 244 | 1.5450820 | 2.3381820 | -5.0000000 | 8.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 246 | 6.4715447 | 2.4588871 | 0          | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 246 | 8.0447154 | 1.6244410 | 0          | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDNG SOURCES          | 246 | 1.5731707 | 2.4245201 | -5.0000000 | 10.0000000 |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 246 | 6.2439024 | 2.5293105 | 0          | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 246 | 7.6341463 | 1.9702617 | 0          | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 246 | 1.3902439 | 2.5718544 | -6.0000000 | 10.0000000 |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 243 | 5.3045267 | 2.7986604 | 0          | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 242 | 7.1735537 | 2.8566809 | 0          | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 242 | 1.8677686 | 2.6619874 | -7.0000000 | 10.0000000 |
| C5QUES   | MAX BEN FRON REIMBR/CUR             | 240 | 4.7125000 | 3.0867259 | 0          | 10.0000000 |
| R5QUES   | MAX BEN FRON REIMBR/REQ             | 239 | 6.3347280 | 3.0356577 | 0          | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FRON REIMBR           | 239 | 1.6108787 | 2.9008922 | -8.0000000 | 10.0000000 |
| C6QUES   | WORK U/PROCURMT SYS/CUR             | 246 | 5.0569106 | 2.5243332 | 0          | 10.0000000 |
| R6QUES   | WORK U/PROCURMT SYS/REQ             | 246 | 6.5894309 | 2.1319078 | 0          | 10.0000000 |
| Q6DELTA  | DELTA-WORK U/PROCUREMENT SYSTEM     | 246 | 1.5325203 | 2.7054290 | -7.0000000 | 10.0000000 |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 246 | 5.9796748 | 2.6255405 | 0          | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 246 | 7.2967480 | 2.2272316 | 0          | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 246 | 1.3170732 | 2.6582703 | -9.0000000 | 10.0000000 |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 246 | 7.8495935 | 1.6356175 | 3.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 239 | 5.6927675 | 2.1989961 | 0.1428571  | 10.0000000 |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 239 | 7.2175732 | 1.7750733 | 0          | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 238 | 1.5228091 | 2.1858739 | -5.5714286 | 9.5714286  |

----- NONCH01=NO\_CO/X0 -----

| Variable | Label | N | Mean | Std Dev | Minimum | Maximum |
|----------|-------|---|------|---------|---------|---------|
|          |       |   |      |         |         |         |

|          |                                     |     |           |           |             |            |
|----------|-------------------------------------|-----|-----------|-----------|-------------|------------|
| C1QUES   | INTERP FINAN STATEMNTS/CUR          | 229 | 4.7248908 | 2.4527715 | 0           | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMNTS/REQ          | 229 | 7.3537118 | 1.9649689 | 0           | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMNTS        | 228 | 2.6271930 | 2.5836758 | -4.0000000  | 8.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR            | 229 | 4.9301310 | 2.5121478 | 0           | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ            | 229 | 7.8340611 | 1.8205628 | 0           | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 228 | 2.9035088 | 2.6213938 | -3.0000000  | 9.0000000  |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 229 | 4.6812227 | 2.5664239 | 0           | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 228 | 7.5087719 | 2.1596891 | 0           | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 227 | 2.8017621 | 2.6641501 | -4.0000000  | 9.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 229 | 4.8296943 | 2.4191833 | 0           | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 229 | 7.5065502 | 2.3742406 | 0           | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 228 | 2.6754386 | 2.7058286 | -10.0000000 | 10.0000000 |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 229 | 4.1135371 | 2.7585974 | 0           | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 229 | 6.8733624 | 2.9059282 | 0           | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 228 | 2.7543860 | 3.0619489 | -10.0000000 | 10.0000000 |
| C6QUES   | WORK W/PROCURMT SYS/CUR             | 228 | 4.0394737 | 2.5314278 | 0           | 10.0000000 |
| R6QUES   | WORK W/PROCURMT SYS/REQ             | 229 | 6.8122271 | 2.4323530 | 0           | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 227 | 2.7973568 | 2.8569729 | -4.0000000  | 9.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 229 | 5.0611354 | 2.6648657 | 0           | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 229 | 7.4716157 | 2.2272884 | 0           | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 228 | 2.4298246 | 2.6531315 | -5.0000000  | 10.0000000 |
| FINMGMT  | FINANCIAL/RESOURCE MGMT             | 230 | 8.0173913 | 1.7730767 | 1.0000000   | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 228 | 4.6260602 | 2.1334817 | 0.2857143   | 9.7142857  |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 228 | 7.3439850 | 1.8531706 | 0           | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 226 | 2.7104930 | 2.3296149 | -3.2857143  | 8.2857143  |

#### PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS

----- HONCHO1=CO/XO -----

| Variable | Label                                | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------------|-----|-----------|-----------|------------|------------|
| C8QUES   | MANGNG PLANNING PROCS/CUR            | 246 | 5.8943089 | 2.3829771 | 0          | 10.0000000 |
| R8QUES   | MANGNG PLANNING PROCS/REQ            | 246 | 7.5894309 | 1.8555295 | 0          | 10.0000000 |
| Q8DELTA  | DELTA-MANAGING PLANNING PROCS        | 246 | 1.6951220 | 2.3352963 | -5.0000000 | 8.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 246 | 6.4105691 | 2.1414591 | 0          | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 246 | 7.8211382 | 1.6314887 | 3.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 246 | 1.4105691 | 2.1509680 | -6.0000000 | 7.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 246 | 5.6422764 | 2.3513091 | 0          | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 245 | 7.4734694 | 1.9638929 | 0          | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 245 | 1.8244898 | 2.2881135 | -4.0000000 | 10.0000000 |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 246 | 7.3861789 | 1.7616238 | 1.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 246 | 8.5934959 | 1.4946839 | 3.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 246 | 1.2073171 | 1.9508521 | -6.0000000 | 7.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 244 | 7.8319672 | 2.1641587 | 0          | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 244 | 8.3278689 | 2.0038754 | 0          | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 244 | 0.4959016 | 1.8801496 | -7.0000000 | 10.0000000 |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 246 | 7.7723577 | 1.5534715 | 2.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 244 | 6.6467213 | 1.8031378 | 1.4000000  | 10.0000000 |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 243 | 7.9794239 | 1.6171574 | 3.4000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 243 | 1.3374486 | 1.7670179 | -4.8000000 | 6.0000000  |

----- HONCHO1=NO\_CO/XO -----

| Variable | Label                             | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|-----------------------------------|-----|-----------|-----------|-------------|------------|
| C8QUES   | MANGNG PLANNING PROCS/CUR         | 229 | 5.2707424 | 2.5089436 | 0           | 10.0000000 |
| R8QUES   | MANGNG PLANNING PROCS/REQ         | 229 | 7.7248908 | 1.8983697 | 0           | 10.0000000 |
| Q8DELTA  | DELTA-MANAGING PLANNING PROCS     | 228 | 2.4912281 | 2.3680904 | -4.0000000  | 9.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR         | 229 | 5.6157205 | 2.3971688 | 0           | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ         | 229 | 7.9213974 | 1.6866155 | 0           | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS       | 228 | 2.3421053 | 2.2185797 | -4.0000000  | 9.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR       | 229 | 4.8733624 | 2.6567751 | 0           | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ       | 228 | 7.4824561 | 2.0272698 | 0           | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS | 227 | 2.6211454 | 2.6419175 | -6.0000000  | 9.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR        | 229 | 7.0218341 | 2.0097251 | 1.0000000   | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ        | 229 | 8.4017467 | 1.5146062 | 2.0000000   | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD      | 228 | 1.4122807 | 1.8740585 | -5.0000000  | 9.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR           | 228 | 7.3070175 | 2.0888932 | 1.0000000   | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ           | 229 | 8.4934498 | 1.6157669 | 0           | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC         | 227 | 1.2114537 | 2.0218390 | -10.0000000 | 7.0000000  |

|          |                                      |     |           |           |            |            |
|----------|--------------------------------------|-----|-----------|-----------|------------|------------|
| PROGRAM  | PROGRAM PLANNING & EVAL              | 230 | 8.0478261 | 1.5476054 | 2.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 228 | 6.0131579 | 1.9801666 | 1.0000000  | 10.0000000 |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 228 | 8.0035088 | 1.4627191 | 1.0000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 226 | 2.0079646 | 1.8591583 | -4.4000000 | 7.4000000  |

**DECISION MAKING MEANS AND DELTAS**

----- HONCH01=CO/XO -----

| Variable | Label                                 | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|---------------------------------------|-----|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 246 | 7.8943089 | 1.5296419 | 2.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 246 | 8.7642276 | 1.2846427 | 4.0000000  | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO               | 246 | 0.8699187 | 1.5568642 | -5.0000000 | 7.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR            | 245 | 8.2448980 | 1.5672181 | 1.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ            | 245 | 8.7306122 | 1.4145329 | 0          | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING         | 245 | 0.4857143 | 1.4360693 | -8.0000000 | 6.0000000  |
| C15QUES  | DECISN MAKNG TECH/CUR                 | 246 | 7.7154472 | 1.6513214 | 3.0000000  | 10.0000000 |
| R15QUES  | DECISN MAKNG TECH/REQ                 | 246 | 8.5528455 | 1.3321963 | 3.0000000  | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES        | 246 | 0.8373984 | 1.6456448 | -5.0000000 | 7.0000000  |
| C16QUES  | USE MGMT INFO-SYS TECH/CUR            | 245 | 5.8285714 | 2.2147050 | 0          | 10.0000000 |
| R16QUES  | USE MGMT INFO-SYS TECH/REQ            | 244 | 7.8442623 | 1.7333357 | 1.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 244 | 2.0000000 | 2.1848713 | -3.0000000 | 8.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 246 | 5.6463415 | 2.2877060 | 0          | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 246 | 7.1504065 | 2.0055382 | 0          | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 246 | 1.5040650 | 2.3048272 | -5.0000000 | 9.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 246 | 5.4878049 | 2.4339968 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 245 | 7.1591837 | 2.0929153 | 0          | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 245 | 1.6612245 | 2.4131484 | -7.0000000 | 9.0000000  |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 246 | 5.3983740 | 2.3008067 | 0          | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 246 | 6.8699187 | 1.9164565 | 0          | 10.0000000 |
| Q19DELTA | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 246 | 1.4715447 | 2.2235298 | -7.0000000 | 8.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 246 | 7.4634146 | 1.8173436 | 2.0000000  | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 246 | 8.4268293 | 1.2716419 | 5.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 246 | 0.9634146 | 1.6371587 | -5.0000000 | 6.0000000  |
| DECISION | DECISION MAKNG/PROBLM SOLV            | 246 | 8.3699187 | 1.5001189 | 3.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 244 | 6.7156762 | 1.5703374 | 2.0000000  | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 243 | 7.9403292 | 1.2342663 | 3.6250000  | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 243 | 1.2222222 | 1.5548262 | -5.1250000 | 5.8750000  |

----- HONCH01=NO\_CO/XO -----

| Variable | Label                                | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|--------------------------------------|-----|-----------|-----------|-------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                | 229 | 7.5283843 | 1.7409736 | 2.0000000   | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                | 229 | 8.8253275 | 1.0902541 | 5.0000000   | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO              | 228 | 1.3114035 | 1.6215650 | -5.0000000  | 7.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKNG/CUR           | 229 | 7.9606987 | 1.4699419 | 3.0000000   | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKNG/REQ           | 229 | 8.7336245 | 1.1860873 | 5.0000000   | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING        | 228 | 0.7850877 | 1.4639114 | -4.0000000  | 7.0000000  |
| C15QUES  | DECISN MAKNG TECH/CUR                | 228 | 7.5438596 | 1.7058611 | 3.0000000   | 10.0000000 |
| R15QUES  | DECISN MAKNG TECH/REQ                | 228 | 8.6140351 | 1.2938947 | 4.0000000   | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES       | 227 | 1.0837004 | 1.6094435 | -4.0000000  | 6.0000000  |
| C16QUES  | USE MGMT INFO-SYS TECH/CUR           | 229 | 5.2707426 | 2.4145157 | 0           | 10.0000000 |
| R16QUES  | USE MGMT INFO-SYS TECH/REQ           | 229 | 7.9126638 | 1.6333333 | 1.0000000   | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH     | 228 | 2.6666667 | 2.4229689 | -4.0000000  | 10.0000000 |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR          | 229 | 5.2445145 | 2.5307804 | 0           | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ          | 227 | 7.1497797 | 1.9765299 | 0           | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING  | 226 | 1.9026549 | 2.6431113 | -5.0000000  | 10.0000000 |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR           | 229 | 4.9344978 | 2.6073592 | 0           | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ           | 229 | 7.2663755 | 2.0676615 | 0           | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS | 228 | 2.3508772 | 2.7057858 | -10.0000000 | 10.0000000 |
| C19QUES  | HOW INFO-SYS DESIGNED/CUR            | 228 | 4.7675439 | 2.4911118 | 0           | 10.0000000 |
| R19QUES  | HOW INFO-SYS DESIGNED/REQ            | 229 | 7.1135371 | 1.9989559 | 1.0000000   | 10.0000000 |
| Q19DELTA | DELTA-HOW INFO SYSTEMS ARE DESIGNED  | 227 | 2.3656388 | 2.5647819 | -5.0000000  | 9.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR               | 228 | 6.6929825 | 2.2197638 | 0           | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ               | 229 | 8.3886463 | 1.5423986 | 3.0000000   | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES   | 227 | 1.7136564 | 2.1123192 | -5.0000000  | 8.0000000  |
| DECISION | DECISION MAKING/PROBLM SOLV          | 230 | 8.2478261 | 1.8489628 | 1.0000000   | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C | 227 | 6.2411894 | 1.7142136 | 1.8750000   | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R | 226 | 7.9994469 | 1.2103430 | 4.0000000   | 10.0000000 |

DECDELTA AGGREGATE DELTA--DEC MAKING/PROB SOLV 224 1.7712054 1.7177431 -4.5000000 7.5000000

LEGAL ISSUES MEANS AND DELTAS

HONCHO1=CO/X0

| Variable | Label                          | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|-----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 246 | 7.8983740 | 1.6956840 | 3.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 246 | 8.3252033 | 1.8449974 | 0          | 10.0000000 |
| Q21DELT  | DELTA-KNOW VIOLTN OF UCMJ      | 246 | 0.4268293 | 2.0001867 | -9.0000000 | 7.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 246 | 7.9430894 | 1.7902266 | 2.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 246 | 8.0609756 | 2.0344837 | 0          | 10.0000000 |
| Q22DELT  | DELTA-PUNISHMENT UNDER UCMJ    | 246 | 0.1178862 | 2.1262032 | -8.0000000 | 8.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 246 | 7.9837398 | 1.8338484 | 2.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 246 | 8.3416364 | 2.0094847 | 0          | 10.0000000 |
| Q23DELT  | DELTA-INITIATE ACT UNDER UCMJ  | 246 | 0.3577236 | 2.1670259 | -9.0000000 | 8.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 246 | 7.1138211 | 2.0311985 | 1.0000000  | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 246 | 7.6260163 | 2.1300508 | 0          | 10.0000000 |
| Q24DELT  | DELTA-ADMIN SEP AUTH & PROC    | 246 | 0.5121951 | 2.2726981 | -9.0000000 | 8.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 245 | 6.8163265 | 2.1622077 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 245 | 8.0938776 | 1.9761289 | 0          | 10.0000000 |
| Q25DELT  | DELTA-KNOW LIAB OF HOSP & PROF | 245 | 1.2775510 | 2.1030097 | -8.0000000 | 10.0000000 |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 246 | 6.3373984 | 2.1712368 | 0          | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 246 | 7.9674797 | 1.9626511 | 0          | 10.0000000 |
| Q26DELT  | DELTA-KNOW ENVIRON IMPACT ISS  | 246 | 1.6300813 | 2.3606791 | -8.0000000 | 10.0000000 |
| LEGAL    | LEGAL ISSUES                   | 245 | 7.2367347 | 1.7767503 | 1.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 245 | 7.3585034 | 1.6224115 | 2.1666667  | 10.0000000 |
| LEAGR    | AGGREGATE--LEGAL ISSUES/R      | 245 | 8.0748299 | 1.7045093 | 0          | 10.0000000 |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 245 | 0.7163265 | 1.8229103 | -8.0000000 | 7.0000000  |

HONCHO1=NO\_CO/X0

| Variable | Label                          | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|-----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 229 | 6.7161572 | 2.1011173 | 0          | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 228 | 8.3508772 | 1.7534482 | 2.0000000  | 10.0000000 |
| Q21DELT  | DELTA-KNOW VIOLTN OF UCMJ      | 227 | 1.6299559 | 2.1666379 | -5.0000000 | 9.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 229 | 6.2882096 | 2.4233678 | 0          | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 229 | 8.0131004 | 2.0868854 | 1.0000000  | 10.0000000 |
| Q22DELT  | DELTA-PUNISHMENT UNDER UCMJ    | 228 | 1.7412281 | 2.4564331 | -6.0000000 | 9.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 229 | 6.2052402 | 2.4897630 | 0          | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 228 | 7.9561404 | 2.1276048 | 0          | 10.0000000 |
| Q23DELT  | DELTA-INITIATE ACT UNDER UCMJ  | 227 | 1.7621145 | 2.5565759 | -6.0000000 | 9.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 228 | 5.7236842 | 2.5077783 | 0          | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 228 | 7.7192982 | 2.1691013 | 1.0000000  | 10.0000000 |
| Q24DELT  | DELTA-ADMIN SEP AUTH & PROC    | 227 | 2.0088106 | 2.5779720 | -6.0000000 | 9.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 229 | 6.7074236 | 2.1758215 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 229 | 8.3668122 | 1.8127083 | 0          | 10.0000000 |
| Q25DELT  | DELTA-KNOW LIAB OF HOSP & PROF | 228 | 1.6754386 | 2.3560971 | -7.0000000 | 10.0000000 |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 229 | 6.0043668 | 2.3442685 | 0          | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 229 | 7.8689956 | 1.9467358 | 1.0000000  | 10.0000000 |
| Q26DELT  | DELTA-KNOW ENVIRON IMPACT ISS  | 228 | 1.8815785 | 2.4276333 | -4.0000000 | 10.0000000 |
| LEGAL    | LEGAL ISSUES                   | 230 | 7.1652174 | 1.9080635 | 1.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 228 | 6.2741220 | 1.9412638 | 0.8333333  | 10.0000000 |
| LEAGR    | AGGREGATE--LEGAL ISSUES/R      | 227 | 8.0596714 | 1.7063886 | 1.1666667  | 10.0000000 |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 226 | 1.7861357 | 2.0511327 | -5.1666667 | 8.6666667  |

OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS

HONCHO1=CO/X0

| Variable | Label                        | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|------------------------------|-----|-----------|-----------|------------|------------|
| 27QUES   | IMPCT OSHA REQ HOSP OP/CUR   | 245 | 6.3265306 | 2.2884936 | 0          | 10.0000000 |
| 27QUES   | IMPCT OSHA REQ HOSP OP/REQ   | 245 | 7.5551020 | 2.4765342 | 0          | 10.0000000 |
| 27DELT   | DELTA-IMPACT OF OSHA ON HOSP | 245 | 1.2285714 | 2.5116124 | -8.0000000 | 10.0000000 |
| 28QUES   | EVAL PROP TO AGUR TECH/CUR   | 246 | 6.6219512 | 1.8993462 | 0          | 10.0000000 |
| 28QUES   | EVAL PROP TO AGUR TECH/REQ   | 246 | 7.6626016 | 1.6967341 | 0          | 10.0000000 |
| 28DELT   | DELTA-EVAL PROP TO AGUR TECH | 246 | 1.0406504 | 1.9624909 | -8.0000000 | 8.0000000  |
| 29QUES   | OPP & LIN DOD/DON MATRL/CUR  | 245 | 5.3530612 | 2.3212403 | 0          | 10.0000000 |

|         |  |     |           |           |            |            |
|---------|--|-----|-----------|-----------|------------|------------|
| 29QUES  | OPP & LIM DOD/DON MATRL/REQ              | 245 | 7.2040816 | 1.8727948 | 0          | 10.0000000 |
| 29DELTA | DELTA-OPP& LIM TO DOD/DON MATRL          | 245 | 1.3510204 | 2.2848505 | -7.0000000 | 9.0000000  |
| 30QUES  | OVRSEE EQUIP MGMT PRG/CUR                | 246 | 6.2357724 | 2.2895728 | 0          | 10.0000000 |
| 30QUES  | OVRSEE EQUIP MGMT PRG/REQ                | 246 | 6.9308943 | 1.9566912 | 0          | 10.0000000 |
| 30DELTA | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 246 | 0.6951220 | 2.1248137 | -7.0000000 | 9.0000000  |
| 31QUES  | ENSUR EXEC SECRTY REQ/CUR                | 246 | 6.4837398 | 2.0278016 | 0          | 10.0000000 |
| 31QUES  | ENSUR EXEC SECRTY REQ/REQ                | 246 | 7.2682927 | 1.9360097 | 1.0000000  | 10.0000000 |
| 31DELTA | DELTA-ENSURE EXECUTION OF SEC REQS       | 246 | 0.7845528 | 2.0559335 | -7.0000000 | 9.0000000  |
| 32QUES  | OVRSEE FACILITIES MGMT/CUR               | 246 | 6.4552846 | 2.0313945 | 0          | 10.0000000 |
| 32QUES  | OVRSEE FACILITIES MGMT/REQ               | 246 | 7.0731707 | 2.0708698 | 0          | 10.0000000 |
| 32DELTA | DELTA-OVERSEE FAC MGMT                   | 246 | 0.3333333 | 0.4723656 | 0          | 1.0000000  |
| PMGMT   | OPERATIONS MGMT ISSUES                   | 245 | 7.1387755 | 1.6337647 | 1.0000000  | 10.0000000 |
| PMAGC   | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 244 | 6.3285519 | 1.7017165 | 0.8333333  | 10.0000000 |
| PMAGR   | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 244 | 7.2773224 | 1.6330087 | 1.0000000  | 10.0000000 |
| PMDelta | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 244 | 0.9487705 | 1.8246755 | -7.3333333 | 8.3333333  |

-----HONCHO1=NO\_CO/XO-----

| Variable Label |  | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|-----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 229 | 5.8864629 | 2.6316628 | 0          | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 229 | 7.7641921 | 2.1655865 | 0          | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 228 | 1.8947368 | 2.5321490 | -5.0000000 | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/CUR                | 229 | 5.8820961 | 2.2863214 | 0          | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/REQ                | 229 | 7.6812227 | 1.7987926 | 0          | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH              | 228 | 1.8157895 | 2.3618323 | -6.0000000 | 8.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 229 | 4.7510917 | 2.5312193 | 0          | 10.0000000 |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 228 | 7.4956140 | 1.9247926 | 0          | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 227 | 2.7444934 | 2.5461933 | -3.0000000 | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 229 | 5.1790393 | 2.5058348 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 229 | 6.9781659 | 2.0571770 | 0          | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 228 | 1.8157895 | 2.4226021 | -5.0000000 | 8.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 229 | 4.9519651 | 2.5840873 | 0          | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 229 | 6.8034934 | 2.2904811 | 0          | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 228 | 1.8684211 | 2.4710238 | -5.0000000 | 9.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 229 | 4.6375546 | 2.7521260 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 229 | 6.5720524 | 2.6090776 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 230 | 0.2565217 | 0.4376656 | 0          | 1.0000000  |
| PMGMT          | OPERATIONS MGMT ISSUES                   | 230 | 7.2739130 | 1.7178023 | 1.0000000  | 10.0000000 |
| PMAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 229 | 5.2147016 | 2.0697798 | 0.3333333  | 9.3333333  |
| PMAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 228 | 7.2112573 | 1.6974643 | 0.6666667  | 10.0000000 |
| PMDelta        | AGGREGATE DELTA--OPERATIONAL MGMT ISSUES | 227 | 2.0044053 | 2.0426211 | -4.0000000 | 7.1666667  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

-----HONCHO1=CO/XO-----

| Variable Label |   | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|---|-----|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                | 246 | 8.2804878 | 1.8600487 | 0          | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                | 246 | 8.6585366 | 1.6528480 | 1.0000000  | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OPF FORCES         | 246 | 0.3780488 | 1.9079228 | -6.0000000 | 7.0000000  |
| 34QUES         | DEVLP & COMM COMD VISN/CUR              | 246 | 8.1178862 | 1.6333030 | 3.0000000  | 10.0000000 |
| 34QUES         | DEVLP & COMM COMD VISN/REQ              | 246 | 8.9227642 | 1.4048495 | 2.0000000  | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION     | 246 | 0.8048780 | 1.7007011 | -8.0000000 | 6.0000000  |
| 35QUES         | INPOWR IND & WORK GRP/CUR               | 246 | 8.4674797 | 1.4725236 | 2.0000000  | 10.0000000 |
| 35QUES         | INPOWR IND & WORK GRP/REQ               | 246 | 9.0121951 | 1.2792910 | 3.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS         | 246 | 0.5447154 | 1.5212886 | -5.0000000 | 7.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR              | 241 | 8.5062241 | 1.5416288 | 0          | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ              | 242 | 8.8057851 | 1.4169570 | 0          | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE | 241 | 0.3029046 | 1.4036974 | -4.0000000 | 7.0000000  |
| 37QUES         | BUILDING TRUST/CUR                      | 246 | 8.7479675 | 1.2622849 | 4.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                      | 246 | 9.3699187 | 1.0753972 | 4.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                    | 246 | 0.6219512 | 1.3368276 | -5.0000000 | 5.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                     | 246 | 8.3780488 | 1.3907001 | 3.0000000  | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                     | 246 | 9.2804878 | 1.0759833 | 4.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                   | 246 | 0.9024390 | 1.4703304 | -5.0000000 | 6.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                   | 246 | 8.0528455 | 1.5522374 | 3.0000000  | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                   | 246 | 9.1585366 | 1.1863459 | 4.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                 | 246 | 1.1056911 | 1.7181528 | -5.0000000 | 6.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                   | 245 | 8.5836735 | 1.4077285 | 4.0000000  | 10.0000000 |

|         |  |     |           |           |             |            |
|---------|--|-----|-----------|-----------|-------------|------------|
| 40QUES  | BUILDING TEAMWORK/REQ                    | 246 | 9.3903760 | 1.0120889 | 4.0000000   | 10.0000000 |
| 40DELTA | DELTA-BUILDING TEAMWORK                  | 245 | 0.8122449 | 1.5140913 | -5.0000000  | 6.0000000  |
| 41QUES  | DEVLP POS ORGAN CLIMAT/CUR               | 246 | 8.5650407 | 1.3285858 | 4.0000000   | 10.0000000 |
| 41QUES  | DEVLP POS ORGAN CLIMAT/REQ               | 246 | 9.4268293 | 0.9942342 | 4.0000000   | 10.0000000 |
| 41DELTA | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 246 | 0.8617886 | 1.4160895 | -5.0000000  | 6.0000000  |
| 42QUES  | MOTIVATING PEOPLE/CUR                    | 246 | 8.3458537 | 1.3866318 | 4.0000000   | 10.0000000 |
| 42QUES  | MOTIVATING PEOPLE/REQ                    | 246 | 9.3008130 | 1.1459598 | 4.0000000   | 10.0000000 |
| 42DELTA | DELTA-MOTIVATING PEOPLE                  | 246 | 0.9349593 | 1.5212231 | -5.0000000  | 6.0000000  |
| 43QUES  | EMPLY COORD MECHNSM/CUR                  | 246 | 7.9593496 | 1.5539200 | 0           | 10.0000000 |
| 43QUES  | EMPLY COORD MECHNSM/REQ                  | 246 | 8.7357724 | 1.3337460 | 3.0000000   | 10.0000000 |
| 43DELTA | DELTA-EMPLOY COORD MECHANISMS            | 246 | 0.7764228 | 1.4910663 | -4.0000000  | 5.0000000  |
| 44QUES  | DEVLP SUBORDINATES/CUR                   | 246 | 8.4796748 | 1.3929850 | 4.0000000   | 10.0000000 |
| 44QUES  | DEVLP SUBORDINATES/REQ                   | 246 | 9.1544715 | 1.2022599 | 4.0000000   | 10.0000000 |
| 44DELTA | DELTA-DEVELOP SUBORDINATES               | 246 | 0.6767967 | 1.4624326 | -5.0000000  | 5.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/CUR                | 246 | 8.8333333 | 1.3941081 | 2.0000000   | 10.0000000 |
| 45QUES  | UNDRSTND ROLE CO & XO/REQ                | 246 | 9.1869919 | 1.7087988 | 0           | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 246 | 0.3536585 | 2.1017308 | -10.0000000 | 6.0000000  |
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 246 | 8.2967480 | 1.5796375 | 2.0000000   | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 246 | 8.8414634 | 1.3534794 | 4.0000000   | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 246 | 0.5447154 | 1.6696671 | -5.0000000  | 7.0000000  |
| RGNBEH  | ORGANIZATIONAL BEHAVIOR                  | 246 | 8.3983760 | 1.8126082 | 1.0000000   | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 240 | 8.3886905 | 1.1754286 | 4.1428571   | 10.0000000 |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 242 | 9.0879575 | 0.9743193 | 4.4285714   | 10.0000000 |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 240 | 0.6988095 | 1.2021450 | -3.9285714  | 5.4285714  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

-----MONCHO1=NO\_CO/XO-----

| Variable Label |   | N   | Mean       | Std Dev   | Minimum    | Maximum    |
|----------------|---|-----|------------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                | 229 | 7.3187773  | 2.0409506 | 0          | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                | 229 | 8.5895197  | 1.5941434 | 0          | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OPF FORCES         | 228 | 1.2763158  | 2.0517448 | -8.0000000 | 7.0000000  |
| 34QUES         | DEVLP & COMM COND VISN/CUR              | 229 | 7.3144105  | 1.8771040 | 0          | 10.0000000 |
| 34QUES         | DEVLP & COMM COND VISN/REQ              | 229 | 8.7467249  | 1.7210131 | 0          | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION     | 228 | 1.4429825  | 2.0503129 | -6.0000000 | 7.0000000  |
| 35QUES         | IMPWR IND & WORK GRP/CUR                | 229 | 7.9650655  | 1.6984520 | 2.0000000  | 10.0000000 |
| 35QUES         | IMPWR IND & WORK GRP/REQ                | 229 | 8.8908297  | 1.4723635 | 2.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS         | 228 | 0.9298246  | 1.6242615 | -4.0000000 | 5.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR              | 226 | 7.8982301  | 1.8531166 | 0          | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ              | 226 | 8.6725664  | 1.4169920 | 2.0000000  | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE | 225 | 0.7822222  | 1.7580540 | -4.0000000 | 9.0000000  |
| 37QUES         | BUILDING TRUST/CUR                      | 228 | 8.5043860  | 1.3553542 | 4.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                      | 229 | 9.2838428  | 1.0185779 | 5.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                    | 227 | 0.77797357 | 1.3353379 | -3.0000060 | 5.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                     | 229 | 8.0829694  | 1.5635985 | 2.0000000  | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                     | 229 | 9.2008734  | 1.0403268 | 5.0000000  | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                   | 228 | 1.1228070  | 1.5658264 | -3.0000000 | 7.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                   | 229 | 7.8777293  | 1.6683015 | 1.0000000  | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                   | 229 | 9.2183436  | 1.0659872 | 5.0000000  | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                 | 228 | 1.3464912  | 1.7098151 | -4.0000000 | 9.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                   | 228 | 8.2587719  | 1.4896596 | 3.0000000  | 10.0000000 |
| 40QUES         | BUILDING TEAMWORK/REQ                   | 228 | 9.2500000  | 1.0510117 | 4.0000000  | 10.0000000 |
| 40DELTA        | DELTA-BUILDING TEAMWORK                 | 227 | 1.0000000  | 1.4963081 | -3.0000000 | 6.0000000  |
| 41QUES         | DEVLP POS ORGAN CLIMAT/CUR              | 229 | 8.2270742  | 1.4841149 | 2.0000000  | 10.0000000 |
| 41QUES         | DEVLP POS ORGAN CLIMAT/REQ              | 229 | 9.3318777  | 0.9868403 | 3.0000000  | 10.0000000 |
| 41DELTA        | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT  | 228 | 1.1096491  | 1.5455760 | -4.0000000 | 7.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                   | 229 | 8.1310044  | 1.4660932 | 4.0000000  | 10.0000000 |
| 42QUES         | MOTIVATING PEOPLE/REQ                   | 229 | 9.3231441  | 1.0045671 | 2.0000000  | 10.0000000 |
| 42DELTA        | DELTA-MOTIVATING PEOPLE                 | 228 | 1.2017544  | 1.4552341 | -2.0000000 | 5.0000000  |
| 43QUES         | EMPLY COORD MECHNSM/CUR                 | 229 | 7.4628821  | 1.9090441 | 0          | 10.0000000 |
| 43QUES         | EMPLY COORD MECHNSM/REQ                 | 229 | 8.7117904  | 1.4463781 | 0          | 10.0000000 |
| 43DELTA        | DELTA-EMPLOY COORD MECHANISMS           | 228 | 1.2587719  | 1.8979846 | -4.0000000 | 7.0000000  |
| 44QUES         | DEVLP SUBORDINATES/CUR                  | 229 | 8.2270742  | 1.5477660 | 3.0000000  | 10.0000000 |
| 44QUES         | DEVLP SUBORDINATES/REQ                  | 229 | 9.0742358  | 1.2420590 | 2.0000000  | 10.0000000 |
| 44DELTA        | DELTA-DEVELOP SUBORDINATES              | 228 | 0.8508772  | 1.5831294 | -4.0000000 | 6.0000000  |
| 45QUES         | UNDRSTND ROLE CO & XO/CUR               | 229 | 7.2489083  | 1.9943035 | 0          | 10.0000000 |
| 45QUES         | UNDRSTND ROLE CO & XO/REQ               | 229 | 8.8820961  | 1.6381105 | 0          | 10.0000000 |
| 45DELTA        | DELTA-UNDERSTANDING ROLE OF CO/XO       | 228 | 1.6403509  | 2.2336126 | -8.0000000 | 10.0000000 |
| 46QUES         | PROM INNOVT & RISK BHVR/CUR             | 228 | 7.6666667  | 1.7417732 | 2.0000000  | 10.0000000 |
| 46QUES         | PROM INNOVT & RISK BHVR/REQ             | 228 | 8.7105263  | 1.4280000 | 2.0000000  | 10.0000000 |

|         |  |     |           |           |            |            |
|---------|--|-----|-----------|-----------|------------|------------|
| 46DELTA | DELTA-PRM INNOV. & RISK BEHAVIOR         | 227 | 1.0684581 | 1.7377472 | -5.0000000 | 6.0000000  |
| RGNBEH  | ORGANIZATIONAL BEHAVIOR                  | 230 | 7.9634783 | 1.9404511 | 1.0000000  | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 223 | 7.8696348 | 1.2716970 | 4.0000000  | 10.0000000 |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 224 | 8.9675638 | 0.9751208 | 4.6428571  | 10.0000000 |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 222 | 1.1225869 | 1.2935115 | -2.1428571 | 5.0714286  |

MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS

-----NONCHO1=CO/XO-----

| Variable Label |  | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|-----|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 246 | 6.7032520 | 1.9870370 | 1.0000000  | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 246 | 7.9512195 | 1.8619878 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 246 | 1.2479675 | 2.2459705 | -7.0000000 | 8.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 246 | 8.1504065 | 1.4277640 | 4.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 246 | 8.5243902 | 1.5190675 | 1.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 246 | 0.3739837 | 1.7327500 | -8.0000000 | 5.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 244 | 7.5778689 | 1.6844978 | 3.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 244 | 8.3770492 | 1.4334503 | 1.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 244 | 0.7991803 | 1.7698432 | -8.0000000 | 5.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 244 | 5.3442623 | 2.6458151 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 244 | 6.9754098 | 2.6088268 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 244 | 1.6311475 | 2.8957305 | -7.0000000 | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 246 | 7.5934959 | 1.7442028 | 2.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 246 | 8.1382114 | 1.8286339 | 0          | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 246 | 0.5647154 | 1.9577248 | -9.0000000 | 7.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/CUR              | 245 | 8.5673469 | 1.4173092 | 3.0000000  | 10.0000000 |
| 52QUES         | PROM ETHICL PRAC IN OPS/REQ              | 245 | 9.0571429 | 1.4643300 | 1.0000000  | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 246 | 0.4756098 | 0.5004229 | 0          | 1.0000000  |
| ANPOWER        | MANPOWER/HUMAN RES MGMT                  | 246 | 8.1991870 | 1.5296256 | 2.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 242 | 7.3154270 | 1.4055153 | 3.5000000  | 10.0000000 |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 242 | 8.1721763 | 1.4218433 | 1.0000000  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 242 | 0.8567493 | 1.5867138 | -7.6666667 | 5.3333333  |

-----NONCHO1=NO\_CO/XO-----

| Variable Label |  | N   | Mean       | Std Dev   | Minimum    | Maximum    |
|----------------|--|-----|------------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 229 | 6.2445415  | 2.4263771 | 0          | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 229 | 8.3056769  | 1.8668420 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 228 | 2.0789474  | 2.5191591 | -8.0000000 | 9.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 229 | 7.7379913  | 1.6991735 | 3.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 229 | 8.7379913  | 1.4361857 | 0          | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 228 | 1.0043860  | 1.6986592 | -6.0000000 | 7.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 229 | 7.04680349 | 2.0609907 | 0          | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 229 | 8.5895197  | 1.4318048 | 0          | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 228 | 1.5482456  | 2.1285445 | -6.0000000 | 7.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 229 | 4.8558952  | 2.6772634 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 229 | 7.3187773  | 2.5093960 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 228 | 2.4956140  | 2.8831850 | -6.0000000 | 9.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 229 | 7.1834061  | 1.9981317 | 2.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 229 | 8.0043668  | 2.0994961 | 0          | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 228 | 0.8289474  | 2.0717621 | -9.0000000 | 6.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/CUR              | 229 | 8.1484716  | 1.5741218 | 3.0000000  | 10.0000000 |
| 52QUES         | PROM ETHICL PRAC IN OPS/REQ              | 229 | 8.9650655  | 1.5328573 | 0          | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 230 | 0.4478261  | 0.4983550 | 0          | 1.0000000  |
| ANPOWER        | MANPOWER/HUMAN RES MGMT                  | 230 | 8.1565217  | 1.7538046 | 2.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 229 | 6.8697234  | 1.6478131 | 2.0000000  | 10.0000000 |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 229 | 8.3202329  | 1.4580131 | 1.0000000  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 228 | 1.4627193  | 1.6822179 | -4.1666667 | 6.1666667  |

COMMUNICATIONS ISSUES MEANS AND DELTAS

-----NONCHO1=CO/XO-----

| Variable Label |                           | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|---------------------------|-----|-----------|-----------|------------|------------|
| C53QUES        | WRITING EFFECTIVELY/CUR   | 246 | 8.5528455 | 1.3011973 | 4.0000000  | 10.0000000 |
| C53QUES        | WRITING EFFECTIVELY/REQ   | 246 | 9.1869919 | 1.0447114 | 5.0000000  | 10.0000000 |
| C53DELTA       | DELTA-WRITING EFFECTIVELY | 246 | 0.6341463 | 1.3264548 | -5.0000000 | 4.0000000  |

|          |                                      |     |            |           |            |            |
|----------|--------------------------------------|-----|------------|-----------|------------|------------|
| C54QUES  | POS & NEG FEEDBACK/CUR               | 246 | 8.3252033  | 1.2616538 | 4.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 246 | 9.2679675  | 1.0299078 | 5.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 246 | 0.9227642  | 1.2738060 | -5.0000000 | 5.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 246 | 8.0650407  | 1.4582060 | 3.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 246 | 9.0772358  | 1.1526943 | 4.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 246 | 1.0121951  | 1.6499393 | -4.0000000 | 7.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 246 | 8.3292683  | 1.4118005 | 4.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 246 | 9.4065041  | 0.9462053 | 5.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 246 | 1.0772358  | 1.5031023 | -2.0000000 | 6.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 246 | 7.8536585  | 1.5942905 | 0          | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 246 | 8.9186992  | 1.1992753 | 4.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 246 | 1.0650407  | 1.6149295 | -4.0000000 | 6.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 246 | 7.84695935 | 1.7652368 | 0          | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 246 | 8.6422764  | 1.5914572 | 0          | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 246 | 0.7926829  | 1.6689564 | -6.0000000 | 8.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 246 | 8.7642276  | 1.2589682 | 3.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 246 | 9.3373984  | 0.9625560 | 5.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 246 | 0.5731707  | 1.1748781 | -4.0000000 | 5.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 246 | 8.1707317  | 1.4211655 | 4.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 246 | 9.1016260  | 1.0506739 | 4.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 246 | 0.9308943  | 1.4566178 | -4.0000000 | 5.0000000  |
| COMM     | COMMUNICATION                        | 246 | 8.9430894  | 1.6723480 | 1.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 246 | 8.2388211  | 1.0687476 | 5.0000000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 246 | 9.1148374  | 0.8821636 | 5.2500000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 246 | 0.8760163  | 1.0871461 | -3.7500000 | 4.5000000  |

----- HONCH01=NO\_CO/XO -----

| Variable | Label                                | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|--------------------------------------|-----|-----------|-----------|-------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 229 | 8.3711790 | 1.3433556 | 3.0000000   | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 229 | 9.2707424 | 0.9805431 | 5.0000000   | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 228 | 0.9035088 | 1.4387299 | -4.0000000  | 7.0000000  |
| C54QUES  | POS & NEG FEEDBACK/CUR               | 229 | 8.0786026 | 1.5081433 | 3.0000000   | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 229 | 9.1004367 | 1.1560101 | 0           | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 228 | 1.0263158 | 1.7508237 | -10.0000000 | 7.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 229 | 8.0305677 | 1.5229041 | 3.0000000   | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 229 | 9.0786026 | 1.0143383 | 5.0000000   | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 228 | 1.0526316 | 1.5781666 | -2.0000000  | 7.0000000  |
| C56QUES  | LISTENING EFFECTIVELY/CUR            | 229 | 8.2358079 | 1.5801210 | 1.0000000   | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 229 | 9.3013100 | 0.9601937 | 3.0000000   | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 228 | 1.0701754 | 1.6802522 | -4.0000000  | 9.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 228 | 7.3771930 | 2.0560016 | 0           | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 228 | 8.6929825 | 1.4759582 | 0           | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 227 | 1.3215859 | 2.0149049 | -4.0000000  | 9.0000000  |
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 229 | 7.5371179 | 2.0486779 | 1.0000000   | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 229 | 8.5589520 | 1.6416377 | 0           | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 228 | 1.0263158 | 1.9119864 | -4.0000000  | 7.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 229 | 8.4104803 | 1.3367525 | 5.0000000   | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 229 | 9.2052402 | 1.0116725 | 5.0000000   | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 228 | 0.7982456 | 1.2675539 | -2.0000000  | 5.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 228 | 7.9956140 | 1.4126484 | 4.0000000   | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 229 | 9.0000000 | 1.2211585 | 2.0000000   | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 227 | 1.0088106 | 1.5342439 | -7.0000000  | 6.0000000  |
| COMM     | COMMUNICATION                        | 230 | 8.6608696 | 1.9192746 | 1.0000000   | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 227 | 8.0121145 | 1.2116880 | 4.7500000   | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 228 | 9.0268640 | 0.9039222 | 5.6250000   | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 226 | 1.0171460 | 1.2401486 | -2.0000000  | 5.0000000  |

FINANCIAL MANAGEMENT MEANS AND DELTAS

| Variable | Label                         | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------|-----|-----------|-----------|------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR   | 154 | 6.3311688 | 2.3095573 | 0          | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ   | 154 | 7.3454545 | 1.8008383 | 0          | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS | 153 | 1.1764706 | 2.1737599 | -5.0000000 | 8.0000000  |
| C2QUES   | RECOG FUNDNG SOURCES/CUR      | 155 | 7.0838710 | 2.2475234 | 0          | 10.0000000 |
| R2QUES   | RECOG FUNDNG SOURCES/REQ      | 155 | 8.2645161 | 1.5587100 | 0          | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDNG SOURCES    | 155 | 1.1806452 | 2.1606606 | -5.0000000 | 8.0000000  |

|          |                                     |     |           |           |            |            |
|----------|-------------------------------------|-----|-----------|-----------|------------|------------|
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 155 | 6.8129032 | 2.3487689 | 0          | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 155 | 7.7677419 | 2.0284322 | 0          | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 155 | 0.9548387 | 2.2341562 | -6.0000000 | 8.0000000  |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 153 | 5.6666667 | 2.7672901 | 0          | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 152 | 7.2763158 | 2.8030196 | 0          | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 152 | 1.6052632 | 2.4254661 | -7.0000000 | 8.0000000  |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 151 | 4.9801325 | 3.0560763 | 0          | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 150 | 6.3666667 | 2.9796101 | 0          | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 150 | 1.3666667 | 2.7573372 | -6.0000000 | 9.0000000  |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 155 | 5.3677419 | 2.5045915 | 0          | 10.0000000 |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 155 | 6.6838710 | 2.1036605 | 0          | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 155 | 1.3161290 | 2.3734321 | -5.0000000 | 8.0000000  |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 155 | 6.3032258 | 2.5542788 | 0          | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 155 | 7.4322581 | 2.1862004 | 0          | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 155 | 1.1290523 | 2.4593043 | -9.0000000 | 8.0000000  |
| FINMGT   | FINANCIAL/RESOURCE MGMT             | 155 | 7.9032258 | 1.6267815 | 3.0000000  | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 150 | 6.1180952 | 2.1041077 | 0.4285714  | 10.0000000 |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 150 | 7.3352381 | 1.7427319 | 0          | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 149 | 1.2118888 | 1.9332208 | -4.5714286 | 7.5714286  |

----- NONCH02=NO -----

| Variable | Label                               | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|-------------------------------------|-----|-----------|-----------|-------------|------------|
| C1QUES   | INTERP FINAN STATEMENTS/CUR         | 320 | 4.8187500 | 2.4130572 | 0           | 10.0000000 |
| R1QUES   | INTERP FINAN STATEMENTS/REQ         | 320 | 7.3156250 | 1.8579001 | 0           | 10.0000000 |
| Q1DELTA  | DELTA-INTERP FINAN STATEMENTS       | 319 | 2.4952978 | 2.5598146 | -5.0000000  | 8.0000000  |
| C2QUES   | RECOG FUNDING SOURCES/CUR           | 320 | 5.0718750 | 2.5047584 | 0           | 10.0000000 |
| R2QUES   | RECOG FUNDING SOURCES/REQ           | 320 | 7.7875000 | 1.7789698 | 0           | 10.0000000 |
| Q2DELTA  | DELTA-RECOG FUNDING SOURCES         | 319 | 2.7147335 | 2.6570428 | -4.0000000  | 10.0000000 |
| C3QUES   | EVAL OPER & CAP BUDGETS/CUR         | 320 | 4.8500000 | 2.5699005 | 0           | 10.0000000 |
| R3QUES   | EVAL OPER & CAP BUDGETS/REQ         | 319 | 7.4796238 | 2.0753249 | 0           | 10.0000000 |
| Q3DELTA  | DELTA-EVAL OPER & CAP BUDGETS       | 318 | 2.6100629 | 2.7547766 | -5.0000000  | 10.0000000 |
| C4QUES   | RES MGMT ADV & DRWBK/CUR            | 319 | 4.7899687 | 2.5159416 | 0           | 10.0000000 |
| R4QUES   | RES MGMT ADV & DRWBK/REQ            | 319 | 7.3636364 | 2.5561728 | 0           | 10.0000000 |
| Q4DELTA  | DELTA-RESOURCE MGMT ADV & DRAWBACKS | 318 | 2.5723270 | 2.7867626 | -10.0000000 | 10.0000000 |
| C5QUES   | MAX BEN FROM REIMBR/CUR             | 318 | 4.1540881 | 2.8547651 | 0           | 10.0000000 |
| R5QUES   | MAX BEN FROM REIMBR/REQ             | 318 | 6.7075472 | 2.9814367 | 0           | 10.0000000 |
| Q5DELTA  | DELTA-MAX BEN FROM REIMBR           | 317 | 2.5488959 | 3.0855380 | -10.0000000 | 10.0000000 |
| C6QUES   | WORK W/PROCUREMENT SYS/CUR          | 319 | 4.1786834 | 2.5233595 | 0           | 10.0000000 |
| R6QUES   | WORK W/PROCUREMENT SYS/REQ          | 320 | 6.7031250 | 2.3666948 | 0           | 10.0000000 |
| Q6DELTA  | DELTA-WORK W/PROCUREMENT SYSTEM     | 318 | 2.5408805 | 2.9735790 | -7.0000000  | 10.0000000 |
| C7QUES   | COST-BENFT ANAL TECH/CUR            | 320 | 5.1656250 | 2.6665358 | 0           | 10.0000000 |
| R7QUES   | COST-BENFT ANAL TECH/REQ            | 320 | 7.3562500 | 2.2489200 | 0           | 10.0000000 |
| Q7DELTA  | DELTA-COST/BENEFIT ANAL TECH        | 319 | 2.2037618 | 2.7607739 | -8.0000000  | 10.0000000 |
| FINMGT   | FINANCIAL/RESOURCE MGMT             | 321 | 7.9439252 | 1.7419376 | 1.0000000   | 10.0000000 |
| FINAGC   | AGGREGATE--FINANCIAL/C              | 317 | 4.7228481 | 2.1491148 | 0.1428571   | 10.0000000 |
| FINAGR   | AGGREGATE--FINANCIAL/R              | 317 | 7.2528166 | 1.8471037 | 0           | 10.0000000 |
| FINDELTA | AGGREGATE DELTA--FINANCIAL          | 315 | 2.5219955 | 2.3877814 | -5.5714286  | 9.5714286  |

#### PROGRAM PLANNING AND EVALUATION MEANS AND DELTAS

----- NONCH02=CO -----

| Variable | Label                             | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-----------------------------------|-----|-----------|-----------|------------|------------|
| C0QUES   | MANNG PLANNING PROCS/CUR          | 155 | 6.2322581 | 2.2985579 | 0          | 10.0000000 |
| R0QUES   | MANNG PLANNING PROCS/REQ          | 155 | 7.6838710 | 1.7973821 | 0          | 10.0000000 |
| Q0DELTA  | DELTA-MANAGING PLANNING PROCS     | 155 | 1.4516129 | 2.1867177 | -5.0000000 | 8.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR         | 155 | 6.7032258 | 2.0199466 | 2.0000000  | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ         | 155 | 7.8709677 | 1.6104758 | 3.0000000  | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS       | 155 | 1.1677419 | 1.9131105 | -4.0000000 | 7.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR       | 155 | 5.9225806 | 2.2892620 | 0          | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ       | 154 | 7.4025974 | 1.9820089 | 0          | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS | 154 | 1.4675325 | 1.9542775 | -4.0000000 | 7.0000000  |
| C11QUES  | EMP IMPROV PRIN & MTND/CUR        | 155 | 7.6258065 | 1.6905417 | 2.0000000  | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTND/REQ        | 155 | 8.5548387 | 1.5714248 | 3.0000000  | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTND      | 155 | 0.9290323 | 1.9174851 | -6.0000000 | 6.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR           | 153 | 8.1568627 | 2.0555370 | 0          | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ           | 153 | 8.4117647 | 1.9951567 | 0          | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC         | 153 | 0.2549020 | 1.7188177 | -7.0000000 | 7.0000000  |

|          |                                      |     |           |           |            |            |
|----------|--------------------------------------|-----|-----------|-----------|------------|------------|
| PROGRAM  | PROGRAM PLANNING & EVAL              | 155 | 7.8516129 | 1.5152624 | 2.0000000  | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 153 | 6.9529412 | 1.7127640 | 1.6000000  | 10.0000000 |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 152 | 8.0144737 | 1.3841299 | 3.4000000  | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 152 | 1.0671053 | 1.6169539 | -4.8000000 | 6.0000000  |

-----NONCHO2=NO-----

| Variable | Label                                | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|--------------------------------------|-----|-----------|-----------|-------------|------------|
| C9QUES   | MANAGING PLANNING PROCS/CUR          | 320 | 5.2843750 | 2.4819864 | 0           | 10.0000000 |
| R9QUES   | MANAGING PLANNING PROCS/REQ          | 320 | 7.6406250 | 1.9148585 | 0           | 10.0000000 |
| Q9DELTA  | DELTA-MANAGING PLANNING PROCS        | 319 | 2.3824451 | 2.4167534 | -4.0000000  | 9.0000000  |
| C9QUES   | METHODS EVAL PROGRAMS/CUR            | 320 | 5.7000000 | 2.3590020 | 0           | 10.0000000 |
| R9QUES   | METHODS EVAL PROGRAMS/REQ            | 320 | 7.8687500 | 1.6819972 | 0           | 10.0000000 |
| Q9DELTA  | DELTA-METHODS EVAL PROGRAMS          | 319 | 2.1943574 | 2.2984476 | -6.0000000  | 9.0000000  |
| C10QUES  | EVAL & APPL MARKET ANAL/CUR          | 320 | 4.9562500 | 2.5836401 | 0           | 10.0000000 |
| R10QUES  | EVAL & APPL MARKET ANAL/REQ          | 319 | 7.5141066 | 1.9997535 | 0           | 10.0000000 |
| Q10DELTA | DELTA-EVAL & APPL MARKET ANALYSIS    | 318 | 2.5660377 | 2.6464149 | -6.0000000  | 10.0000000 |
| C11QUES  | EMP IMPROV PRIN & MTHD/CUR           | 320 | 7.0093750 | 1.9499794 | 1.0000000   | 10.0000000 |
| R11QUES  | EMP IMPROV PRIN & MTHD/REQ           | 320 | 8.4750000 | 1.4747616 | 2.0000000   | 10.0000000 |
| Q11DELTA | DELTA-EMP IMPROV PRIN & MTHD         | 319 | 1.4890282 | 1.8898201 | -5.0000000  | 9.0000000  |
| C12QUES  | DEPT & FUNC MIL FAC/CUR              | 319 | 7.3009404 | 2.1302772 | 0           | 10.0000000 |
| R12QUES  | DEPT & FUNC MIL FAC/REQ              | 320 | 8.4062500 | 1.7430448 | 0           | 10.0000000 |
| Q12DELTA | DELTA-DEPT & FUNC MIL FAC            | 318 | 1.1226415 | 2.0376712 | -10.0000000 | 10.0000000 |
| PROGRAM  | PROGRAM PLANNING & EVAL              | 321 | 7.9314642 | 1.5756866 | 2.0000000   | 10.0000000 |
| PPEAGC   | AGGREGATE--PROGRAM PLAN & EVAL/C     | 319 | 6.0470219 | 1.9398945 | 1.0000000   | 10.0000000 |
| PPEAGR   | AGGREGATE--PROGRAM PLAN & EVAL/R     | 319 | 7.9799373 | 1.4648412 | 1.0000000   | 10.0000000 |
| PPEDELTA | AGGREGATE DELTA--PROGRAM PLAN & EVAL | 317 | 1.9451104 | 1.8758668 | -4.4000000  | 7.4000000  |

#### DECISION MAKING MEANS AND DELTAS

-----NONCHO2=CO-----

| Variable | Label                                 | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|---------------------------------------|-----|-----------|-----------|------------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR                 | 155 | 8.0516129 | 1.5109709 | 2.0000000  | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ                 | 155 | 8.8000000 | 1.2659574 | 5.0000000  | 10.0000000 |
| Q13DELTA | DELTA-ASSESS AVAIL INFO               | 155 | 0.7483871 | 1.3512551 | -5.0000000 | 6.0000000  |
| C14QUES  | INCLD OTHR DECSM MAKNG/CUR            | 154 | 8.4480519 | 1.5126577 | 1.0000000  | 10.0000000 |
| R14QUES  | INCLD OTHR DECSM MAKNG/REQ            | 154 | 8.7602597 | 1.4854642 | 0          | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSM MAKING         | 154 | 0.2922078 | 1.2931460 | -8.0000000 | 5.0000000  |
| C15QUES  | DECISN MAKNG TECH/CUR                 | 155 | 7.8580645 | 1.5434769 | 3.0000000  | 10.0000000 |
| R15QUES  | DECISN MAKNG TECH/REQ                 | 155 | 8.5419355 | 1.3055263 | 4.0000000  | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES        | 155 | 0.6838710 | 1.5150965 | -5.0000000 | 7.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 154 | 6.0259740 | 2.2490319 | 0          | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 153 | 7.8039216 | 1.7772644 | 2.0000000  | 10.0000000 |
| Q16DELTA | DELTA-USE MGMT INFOR SYSTEM TECH      | 153 | 1.7516340 | 2.1283829 | -3.0000000 | 8.0000000  |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 155 | 6.0000000 | 2.1712406 | 0          | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 155 | 7.1741935 | 1.9578294 | 0          | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 155 | 1.1741935 | 2.1895513 | -5.0000000 | 8.0000000  |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 155 | 5.8580645 | 2.2460317 | 0          | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 154 | 7.2467532 | 1.9278207 | 1.0000000  | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 154 | 1.3701299 | 2.1265557 | -7.0000000 | 6.0000000  |
| C19QUES  | HOM INFO SYS DESIGNED/CUR             | 155 | 5.5741935 | 2.2989224 | 0          | 10.0000000 |
| R19QUES  | HOM INFO SYS DESIGNED/REQ             | 155 | 6.8580645 | 1.9016012 | 0          | 10.0000000 |
| Q19DELTA | DELTA-HOM INFO SYSTEMS ARE DESIGNED   | 155 | 1.2838710 | 2.2149282 | -7.0000000 | 8.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 155 | 7.7032258 | 1.7513416 | 2.0000000  | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 155 | 8.4193548 | 1.2214052 | 5.0000000  | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 155 | 0.7161290 | 1.4313505 | -2.0000000 | 6.0000000  |
| DECISION | DECISION MAKING/PROBLM SOLV           | 155 | 8.2774194 | 1.4662235 | 3.0000000  | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 153 | 6.9517974 | 1.4953412 | 2.0000000  | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 152 | 7.9531250 | 1.2089118 | 3.8750000  | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 152 | 0.9958882 | 1.3929382 | -5.1250000 | 5.2500000  |

-----NONCHO2=NO-----

| Variable | Label                 | N   | Mean      | Std Dev   | Minimum   | Maximum    |
|----------|-----------------------|-----|-----------|-----------|-----------|------------|
| C13QUES  | ASSESS AVAIL INFO/CUR | 320 | 7.5562500 | 1.6824630 | 2.0000000 | 10.0000000 |
| R13QUES  | ASSESS AVAIL INFO/REQ | 320 | 8.7906250 | 1.1596290 | 4.0000000 | 10.0000000 |

|          |                                       |     |           |           |             |            |
|----------|---------------------------------------|-----|-----------|-----------|-------------|------------|
| Q13DELTA | DELTA-ASSESS AVAIL INFO               | 319 | 1.2445141 | 1.6887790 | -5.0000000  | 7.0000000  |
| C14QUES  | INCLD OTHR DECSN MAKING/CUR           | 320 | 7.9437500 | 1.5075437 | 3.0000000   | 10.0000000 |
| R14QUES  | INCLD OTHR DECSN MAKING/REQ           | 320 | 8.7281250 | 1.2155560 | 4.0000000   | 10.0000000 |
| Q14DELTA | DELTA-INCL OTHER DECSN MAKING         | 319 | 0.7931034 | 1.5029790 | -4.0000000  | 7.0000000  |
| C15QUES  | DECISN MAKING TECH/CUR                | 319 | 7.5235110 | 1.7316637 | 3.0000000   | 10.0000000 |
| R15QUES  | DECISN MAKING TECH/REQ                | 319 | 8.6018809 | 1.3180399 | 3.0000000   | 10.0000000 |
| Q15DELTA | DELTA-DECISN MAKING TECHNIQUES        | 318 | 1.0880503 | 1.6713720 | -4.0000000  | 6.0000000  |
| C16QUES  | USE MGMT INFO SYS TECH/CUR            | 320 | 5.3343750 | 2.3349746 | 0           | 10.0000000 |
| R16QUES  | USE MGMT INFO SYS TECH/REQ            | 320 | 7.9125000 | 1.6395867 | 1.0000000   | 10.0000000 |
| Q16DELTA | DELTA--USE MGMT INFOR SYSTEM TECH     | 319 | 2.5956113 | 2.3677829 | -4.0000000  | 10.0000000 |
| C17QUES  | STAT TOOLS IN DECISIONS/CUR           | 320 | 5.1875000 | 2.4830144 | 0           | 10.0000000 |
| R17QUES  | STAT TOOLS IN DECISIONS/REQ           | 318 | 7.1383648 | 2.0078018 | 0           | 10.0000000 |
| Q17DELTA | DELTA-STAT TOOLS IN DECISION MAKING   | 317 | 1.9495268 | 2.5724886 | -5.0000000  | 10.0000000 |
| C18QUES  | STRNG WEAKNS STAT TECH/CUR            | 320 | 4.9125000 | 2.6066890 | 0           | 10.0000000 |
| R18QUES  | STRNG WEAKNS STAT TECH/REQ            | 320 | 7.1937500 | 2.1510277 | 0           | 10.0000000 |
| Q18DELTA | DELTA-STRENGTHS & WEAK OF STAT TECHS  | 319 | 2.2946708 | 2.7232408 | -10.0000000 | 10.0000000 |
| C19QUES  | HOW INFO SYS DESIGNED/CUR             | 319 | 4.8620690 | 2.4352825 | 0           | 10.0000000 |
| R19QUES  | HOW INFO SYS DESIGNED/REQ             | 320 | 7.0500000 | 1.9852118 | 1.0000000   | 10.0000000 |
| Q19DELTA | DELTA-HOW INFO SYSTEMS ARE DESIGNED   | 318 | 2.2012579 | 2.4796455 | -5.0000000  | 9.0000000  |
| C20QUES  | ANALYZE RISK & ALT/CUR                | 319 | 6.7962382 | 2.1278000 | 0           | 10.0000000 |
| R20QUES  | ANALYZE RISK & ALT/REQ                | 320 | 8.4031250 | 1.4908255 | 3.0000000   | 10.0000000 |
| Q20DELTA | DELTA-ANALYZE RISKS & ALTERNATIVES    | 318 | 1.6194969 | 2.0490508 | -5.0000000  | 8.0000000  |
| DECISION | DECISION MAKNG/PROBLN SOLV            | 321 | 8.3271028 | 1.7718760 | 1.0000000   | 10.0000000 |
| DECAGC   | AGGREGATE--DEC MAKING/PROBLEM SOLV/C  | 318 | 6.2633648 | 1.6858798 | 1.8750000   | 10.0000000 |
| DECAGR   | AGGREGATE--DEC MAKING/PROBLEM SOLV/R  | 317 | 7.9763407 | 1.2298342 | 3.6250000   | 10.0000000 |
| DECDELTA | AGGREGATE DELTA--DEC MAKING/PROB SOLV | 315 | 1.7218254 | 1.7220383 | -4.5000000  | 7.5000000  |

#### LEGAL ISSUES MEANS AND DELTAS

----- HONCH02=CO -----

| Variable | Label                          | N   | Mean       | Std Dev   | Minimum    | Maximum    |
|----------|--------------------------------|-----|------------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR        | 155 | 8.0967742  | 1.5490852 | 4.0000000  | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ        | 155 | 8.2903226  | 1.8897115 | 0          | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLLN OF UCMJ      | 155 | 0.1935484  | 1.9004332 | -8.0000000 | 4.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR       | 155 | 8.2129032  | 1.7207183 | 2.0000000  | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ       | 155 | 8.0516129  | 2.1252763 | 0          | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ    | 155 | -0.1612903 | 2.0559823 | -8.0000000 | 8.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR   | 155 | 8.3032258  | 1.6091225 | 2.0000000  | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ   | 155 | 8.4129032  | 2.0379105 | 0          | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ  | 155 | 0.1096774  | 2.0083195 | -9.0000000 | 8.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR      | 155 | 7.3870968  | 1.9014250 | 1.0000000  | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ      | 155 | 7.6580645  | 2.1545443 | 0          | 10.0000000 |
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 155 | 0.2709677  | 2.2340624 | -9.0000000 | 8.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 154 | 7.0519481  | 2.1656625 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 154 | 8.0064935  | 2.0879259 | 0          | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 154 | 0.9545455  | 1.9648576 | -8.0000000 | 8.0000000  |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 155 | 6.7870968  | 2.0353598 | 2.0000000  | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 155 | 8.0838710  | 1.9835520 | 0          | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 155 | 1.2967742  | 2.2452669 | -8.0000000 | 8.0000000  |
| LEGAL    | LEGAL ISSUES                   | 155 | 7.2322581  | 1.8474952 | 1.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 154 | 7.6569264  | 1.4940255 | 3.6666667  | 10.0000000 |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 154 | 8.0930736  | 1.7661987 | 0          | 10.0000000 |
| LEDELTA  | AGGREGATE DELTA--LEGAL ISSUES  | 154 | 0.4361472  | 1.7356318 | -8.0000000 | 4.6666667  |

----- HONCH02=NO -----

| Variable | Label                         | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------|-------------------------------|-----|-----------|-----------|------------|------------|
| C21QUES  | KNOW VIOLTN OF UCMJ/CUR       | 320 | 6.9562500 | 2.0734079 | 0          | 10.0000000 |
| R21QUES  | KNOW VIOLTN OF UCMJ/REQ       | 319 | 8.3605016 | 1.7568754 | 1.0000000  | 10.0000000 |
| Q21DELTA | DELTA-KNOW VIOLLN OF UCMJ     | 318 | 1.3993711 | 2.1783853 | -9.0000000 | 9.0000000  |
| C22QUES  | PUNISHMENT UNDR UCMJ/CUR      | 320 | 6.6281250 | 2.3292786 | 0          | 10.0000000 |
| R22QUES  | PUNISHMENT UNDR UCMJ/REQ      | 320 | 8.0312500 | 2.0277754 | 1.0000000  | 10.0000000 |
| Q22DELTA | DELTA-PUNISHMENT UNDER UCMJ   | 319 | 1.4137931 | 2.4310487 | -8.0000000 | 9.0000000  |
| C23QUES  | INITIATE ACT UCMJ VIOLTN/CUR  | 320 | 6.5562500 | 2.4372935 | 0          | 10.0000000 |
| R23QUES  | INITIATE ACT UCMJ VIOLTN/REQ  | 319 | 8.0313480 | 2.0829395 | 0          | 10.0000000 |
| Q23DELTA | DELTA-INITIATE ACT UNDER UCMJ | 318 | 1.4811321 | 2.5389004 | -9.0000000 | 9.0000000  |
| C24QUES  | ADMIN SEP AUTH & PROC/CUR     | 319 | 5.9874608 | 2.4481734 | 0          | 10.0000000 |
| R24QUES  | ADMIN SEP AUTH & PROC/REQ     | 319 | 7.6771160 | 2.1469175 | 0          | 10.0000000 |

|          |                                |     |           |           |            |            |
|----------|--------------------------------|-----|-----------|-----------|------------|------------|
| Q24DELTA | DELTA-ADMIN SEP AUTH & PROC    | 318 | 1.6981132 | 2.5436374 | -8.0000000 | 9.0000000  |
| C25QUES  | KNOW LIAB HOSP & PROF/CUR      | 320 | 6.6250000 | 2.1575849 | 0          | 10.0000000 |
| R25QUES  | KNOW LIAB HOSP & PROF/REQ      | 320 | 8.3312500 | 1.7996143 | 0          | 10.0000000 |
| Q25DELTA | DELTA-KNOW LIAB OF HOSP & PROF | 319 | 1.7178683 | 2.3152544 | -7.0000000 | 10.0000000 |
| C26QUES  | KNOW ENVIRON IMPCT ISS/CUR     | 320 | 5.8812500 | 2.3067894 | 0          | 10.0000000 |
| R26QUES  | KNOW ENVIRON IMPCT ISS/REQ     | 320 | 7.8406250 | 1.9369950 | 1.0000000  | 10.0000000 |
| Q26DELTA | DELTA-KNOW ENVIRON IMPACT ISS  | 319 | 1.9717868 | 2.4358086 | -7.0000000 | 10.0000000 |
| LEGAL    | LEGAL ISSUES                   | 320 | 7.1875000 | 1.8389294 | 1.0000000  | 10.0000000 |
| LEGAGC   | AGGREGATE--LEGAL ISSUES/C      | 319 | 6.4393939 | 1.8943030 | 0.8333333  | 10.0000000 |
| LEGAGR   | AGGREGATE--LEGAL ISSUES/R      | 318 | 8.0550314 | 1.6751710 | 0.8333333  | 10.0000000 |
| LEGDELTA | AGGREGATE DELTA--LEGAL ISSUES  | 317 | 1.6151420 | 2.0181077 | -7.6666667 | 8.6666667  |

#### OPERATIONS MANAGEMENT ISSUES MEANS AND DELTAS

-----NONCH02=CO-----

| Variable Label |  | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|-----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 154 | 6.6558442 | 2.1492661 | 0          | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 154 | 7.5454545 | 2.5771518 | 0          | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 154 | 0.8896104 | 2.4268694 | -8.0000000 | 8.0000000  |
| 28QUES         | EVAL PROP TO AQR TECH/CUR                | 155 | 6.7612903 | 1.9038030 | 0          | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/REQ                | 155 | 7.6258065 | 1.7099722 | 0          | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH              | 155 | 0.8645161 | 1.9173758 | -8.0000000 | 8.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 154 | 6.1038961 | 2.2204305 | 0          | 10.0000000 |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 154 | 7.2626238 | 1.9030152 | 0          | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 154 | 1.1623377 | 2.0371413 | -6.0000000 | 6.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 155 | 6.3935484 | 2.2976464 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 155 | 6.8387097 | 2.0305583 | 0          | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 155 | 0.4451613 | 1.7842818 | -6.0000000 | 5.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 155 | 6.7225806 | 1.9984913 | 0          | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 155 | 7.2709677 | 2.0743006 | 1.0000000  | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 155 | 0.5483871 | 1.8382429 | -6.0000000 | 7.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 155 | 6.7741935 | 1.9189702 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 155 | 7.0709677 | 2.1834968 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 155 | 0.4000000 | 0.4914860 | 0          | 1.0000000  |
| PNGMT          | OPERATIONS MGMT ISSUES                   | 155 | 7.1806452 | 1.6095130 | 1.0000000  | 10.0000000 |
| PNAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 153 | 6.5697168 | 1.6421012 | 0.8333333  | 10.0000000 |
| PNAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 153 | 7.2614379 | 1.7075859 | 1.0000000  | 10.0000000 |
| PNDELTA        | AGGREGATE_DELTA--OPERATIONAL MGMT ISSUES | 153 | 0.6917211 | 1.6033786 | -5.1666667 | 6.0000000  |

-----NONCH02=NO-----

| Variable Label |  | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|--|-----|-----------|-----------|------------|------------|
| 27QUES         | IMPCT OSHA REQ HOSP OP/CUR               | 320 | 5.8531250 | 2.5694717 | 0          | 10.0000000 |
| 27QUES         | IMPCT OSHA REQ HOSP OP/REQ               | 320 | 7.7093750 | 2.2057007 | 0          | 10.0000000 |
| 27DELTA        | DELTA-IMPACT OF OSHA ON HOSP             | 319 | 1.8633386 | 2.5368171 | -8.0000000 | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/CUR                | 320 | 6.0250000 | 2.1870236 | 0          | 10.0000000 |
| 28QUES         | EVAL PROP TO AQR TECH/REQ                | 320 | 7.6957500 | 1.7652049 | 0          | 10.0000000 |
| 28DELTA        | DELTA-EVAL PROP TO AQR TECH              | 319 | 1.6802508 | 2.2746799 | -7.0000000 | 8.0000000  |
| 29QUES         | OPP & LIM DOD/DON MATRL/CUR              | 320 | 4.9437500 | 2.5195085 | 0          | 10.0000000 |
| 29QUES         | OPP & LIM DOD/DON MATRL/REQ              | 319 | 7.3824451 | 1.9027799 | 0          | 10.0000000 |
| 29DELTA        | DELTA-OPP& LIM TO DOD/DON MATRL          | 318 | 2.4371069 | 2.6129030 | -7.0000000 | 9.0000000  |
| 30QUES         | OVRSEE EQUIP MGMT PRG/CUR                | 320 | 5.4031250 | 2.4616156 | 0          | 10.0000000 |
| 30QUES         | OVRSEE EQUIP MGMT PRG/REQ                | 320 | 7.0093750 | 1.9913385 | 0          | 10.0000000 |
| 30DELTA        | DELTA-OVERSEE EQUIP MGMT PROGRAM         | 319 | 1.6175349 | 2.4784237 | -7.0000000 | 9.0000000  |
| 31QUES         | ENSUR EXEC SECRTY REQ/CUR                | 320 | 5.2718750 | 2.4871752 | 0          | 10.0000000 |
| 31QUES         | ENSUR EXEC SECRTY REQ/REQ                | 320 | 6.9343750 | 2.1434612 | 0          | 10.0000000 |
| 31DELTA        | DELTA-ENSURE EXECUTION OF SEC REQS       | 319 | 1.6739612 | 2.4495501 | -7.0000000 | 9.0000000  |
| 32QUES         | OVRSEE FACILITIES MGMT/CUR               | 320 | 5.0000000 | 2.6463437 | 0          | 10.0000000 |
| 32QUES         | OVRSEE FACILITIES MGMT/REQ               | 320 | 6.7156250 | 2.4309408 | 0          | 10.0000000 |
| 32DELTA        | DELTA-OVERSEE FAC MGMT                   | 321 | 0.2461059 | 0.4314135 | 0          | 1.0000000  |
| PNGMT          | OPERATIONS MGMT ISSUES                   | 320 | 7.2156250 | 1.7075546 | 1.0000000  | 10.0000000 |
| PNAGC          | AGGREGATE--OPERATIONAL MGMT ISSUES/C     | 320 | 5.4161458 | 2.0026540 | 0.3333333  | 9.8333333  |
| PNAGR          | AGGREGATE--OPERATIONAL MGMT ISSUES/R     | 319 | 7.2377220 | 1.6438697 | 0.6666667  | 10.0000000 |
| PNDELTA        | AGGREGATE_DELTA--OPERATIONAL MGMT ISSUES | 318 | 1.8259958 | 2.0708064 | -7.3333333 | 8.3333333  |

#### ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

-----NONCH02=CO-----

| Variable Label |  | N   | Mean      | Std Dev    | Minimum     | Maximum    |
|----------------|--|-----|-----------|------------|-------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                 | 155 | 8.6258065 | 1.6754468  | 0           | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                 | 155 | 8.7161290 | 1.6700371  | 1.0000000   | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OF FORCES           | 155 | 0.0903226 | 1.6450151  | -6.0000000  | 6.0000000  |
| 34QUES         | DEVLP & COMM COMD VISM/CUR               | 155 | 8.5419355 | 1.4014775  | 3.0000000   | 10.0000000 |
| 34QUES         | DEVLP & COMM COMD VISM/REQ               | 155 | 8.9483871 | 1.4540295  | 2.0000000   | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION      | 155 | 0.4064516 | 1.5148476  | -8.0000000  | 4.0000000  |
| 35QUES         | IMPOWR IND & WORK GRP/CUR                | 155 | 8.8000000 | 1.2452507  | 3.0000000   | 10.0000000 |
| 35QUES         | IMPOWR IND & WORK GRP/REQ                | 155 | 9.0774194 | 1.1651625  | 4.0000000   | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS          | 155 | 0.2774194 | 1.1817634  | -4.0000000  | 4.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR               | 151 | 8.7947020 | 1.2874672  | 4.0000000   | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ               | 152 | 8.8815789 | 1.2812153  | 4.0000000   | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE  | 151 | 0.0927152 | 1.1156522  | -4.0000000  | 3.0000000  |
| 37QUES         | BUILDING TRUST/CUR                       | 155 | 8.9419355 | 1.2019395  | 4.0000000   | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                       | 155 | 9.4193548 | 1.0056397  | 4.0000000   | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                     | 155 | 0.4774194 | 1.0527360  | -3.0000000  | 4.0000000  |
| 38QUES         | MANAGING CHANGE/CUR                      | 155 | 8.5870968 | 1.3853927  | 3.0000000   | 10.0000000 |
| 38QUES         | MANAGING CHANGE/REQ                      | 155 | 9.3419355 | 1.0284190  | 4.0000000   | 10.0000000 |
| 38DELTA        | DELTA-MANAGING CHANGE                    | 155 | 0.7548387 | 1.2910377  | -3.0000000  | 6.0000000  |
| 39QUES         | MANAGING CONFLICT/CUR                    | 155 | 8.2967742 | 1.5254303  | 3.0000000   | 10.0000000 |
| 39QUES         | MANAGING CONFLICT/REQ                    | 155 | 9.1741935 | 1.1905929  | 4.0000000   | 10.0000000 |
| 39DELTA        | DELTA-MANAGING CONFLICT                  | 155 | 0.8774194 | 1.5132981  | -5.0000000  | 6.0000000  |
| 40QUES         | BUILDING TEAMWORK/CUR                    | 154 | 8.7987013 | 1.3400803  | 4.0000000   | 10.0000000 |
| 40QUES         | BUILDING TEAMWORK/REQ                    | 155 | 9.4193548 | 0.9926415  | 6.0000000   | 10.0000000 |
| 40DELTA        | DELTA-BUILDING TEAMWORK                  | 154 | 0.6168831 | 1.2741679  | -3.0000000  | 6.0000000  |
| 41QUES         | DEVLP POS ORGAN CLIMAT/CUR               | 155 | 8.8000000 | 1.2862914  | 5.0000000   | 10.0000000 |
| 41QUES         | DEVLP POS ORGAN CLIMAT/REQ               | 155 | 9.4709677 | 0.8995647  | 6.0000000   | 10.0000000 |
| 41DELTA        | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 155 | 0.6709677 | 1.2012422  | -4.0000000  | 4.0000000  |
| 42QUES         | MOTIVATING PEOPLE/CUR                    | 155 | 8.5806452 | 1.3036959  | 4.0000000   | 10.0000000 |
| 42QUES         | MOTIVATING PEOPLE/REQ                    | 155 | 9.3548387 | 1.0915373  | 4.0000000   | 10.0000000 |
| 42DELTA        | DELTA-MOTIVATING PEOPLE                  | 155 | 0.7741935 | 1.2718143  | -4.0000000  | 6.0000000  |
| 43QUES         | EMPLY COORD MECHNSM/CUR                  | 155 | 8.1806452 | 1.4879209  | 2.0000000   | 10.0000000 |
| 43QUES         | EMPLY COORD MECHNSM/REQ                  | 155 | 8.7161290 | 1.4084847  | 3.0000000   | 10.0000000 |
| 43DELTA        | DELTA-EMPLOY COORD MECHANISMS            | 155 | 0.5354839 | 1.36640915 | -4.0000000  | 4.0000000  |
| 44QUES         | DEVLP SUBORDINATES/CUR                   | 155 | 8.6580645 | 1.3884435  | 4.0000000   | 10.0000000 |
| 44QUES         | DEVLP SUBORDINATES/REQ                   | 155 | 9.1354839 | 1.2487782  | 4.0000000   | 10.0000000 |
| 44DELTA        | DELTA-DEVELOP SUBORDINATES               | 155 | 0.4774194 | 1.3257465  | -5.0000000  | 4.0000000  |
| 45QUES         | UNDRSTND ROLE CO & XO/CUR                | 155 | 9.1225806 | 1.2656064  | 2.0000000   | 10.0000000 |
| 45QUES         | UNDRSTND ROLE CO & XO/REQ                | 155 | 9.2000000 | 1.6530177  | 0           | 10.0000000 |
| 45DELTA        | DELTA-UNDERSTANDING ROLE OF CO/XO        | 155 | 0.0774194 | 1.8605106  | -10.0000000 | 4.0000000  |
| 46QUES         | PROM INNOVT & RISK BHVR/CUR              | 155 | 8.6000000 | 1.4576266  | 4.0000000   | 10.0000000 |
| 46QUES         | PROM INNOVT & RISK BHVR/REQ              | 155 | 8.9096774 | 1.2606314  | 5.0000000   | 10.0000000 |
| 46DELTA        | DELTA-PROM INNOV. & RISK BEHAVIOR        | 155 | 0.3096774 | 1.5100002  | -5.0000000  | 5.0000000  |
| RGBEH          | ORGANIZATIONAL BEHAVIOR                  | 155 | 8.4903226 | 1.7483489  | 1.0000000   | 10.0000000 |
| RGAGC          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 150 | 8.6526571 | 1.0534938  | 4.6428571   | 10.0000000 |
| RGAIR          | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 152 | 9.1296992 | 0.9285686  | 5.7142857   | 10.0000000 |
| RGDELTA        | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 150 | 0.4766667 | 0.9732590  | -3.5714286  | 3.1428571  |

ORGANIZATIONAL BEHAVIOR ISSUES MEANS AND DELTAS

-----NONCH02=NO-----

| Variable Label |   | N   | Mean      | Std Dev   | Minimum    | Maximum    |
|----------------|---|-----|-----------|-----------|------------|------------|
| 33QUES         | KNOW SUP REQ OP FORC/CUR                | 320 | 7.4250000 | 2.0374242 | 0          | 10.0000000 |
| 33QUES         | KNOW SUP REQ OP FORC/REQ                | 320 | 8.5812500 | 1.6012216 | 0          | 10.0000000 |
| 33DELTA        | DELTA-KNOW & SUPPORT OF FORCES          | 319 | 1.1598746 | 2.1033415 | -8.0000000 | 7.0000000  |
| 34QUES         | DEVLP & COMM COMD VISM/CUR              | 320 | 7.3375000 | 1.8396112 | 0          | 10.0000000 |
| 34QUES         | DEVLP & COMM COMD VISM/REQ              | 320 | 8.7843750 | 1.6170350 | 0          | 10.0000000 |
| 34DELTA        | DELTA-DEVELOP & COMM COMMAND VISION     | 319 | 1.4545455 | 1.9771421 | -6.0000000 | 7.0000000  |
| 35QUES         | IMPOWR IND & WORK GRP/CUR               | 320 | 7.9468750 | 1.6834962 | 2.0000000  | 10.0000000 |
| 35QUES         | IMPOWR IND & WORK GRP/REQ               | 320 | 8.8937500 | 1.4647236 | 2.0000000  | 10.0000000 |
| 35DELTA        | DELTA-EMPOWER INV & WORK GROUPS         | 319 | 0.9498433 | 1.7020128 | -5.0000000 | 7.0000000  |
| 36QUES         | DEVLP NON-PARCHL PERSP/CUR              | 316 | 7.9335643 | 1.8358030 | 0          | 10.0000000 |
| 36QUES         | DEVLP NON-PARCHL PERSP/REQ              | 316 | 8.6740506 | 1.4751134 | 0          | 10.0000000 |
| 36DELTA        | DELTA-DEVELOP NON-PAROCHIAL PERSPECTIVE | 315 | 0.7460317 | 1.7500524 | -4.0000000 | 9.0000000  |
| 37QUES         | BUILDING TRUST/CUR                      | 319 | 8.4796238 | 1.3383759 | 4.0000000  | 10.0000000 |
| 37QUES         | BUILDING TRUST/REQ                      | 320 | 9.2843750 | 1.0669176 | 4.0000000  | 10.0000000 |
| 37DELTA        | DELTA-BUILDING TRUST                    | 318 | 0.8050314 | 1.4450088 | -5.0000000 | 5.0000000  |

|         |  |     |           |           |             |            |
|---------|--|-----|-----------|-----------|-------------|------------|
| 38QUES  | MANAGING CHANGE/CUR                      | 320 | 8.0656250 | 1.4998661 | 2.0000000   | 10.0000000 |
| 38QUES  | MANAGING CHANGE/REQ                      | 320 | 9.1937500 | 1.0711192 | 4.0000000   | 10.0000000 |
| 38DELTA | DELTA-MANAGING CHANGE                    | 319 | 1.1316614 | 1.6062674 | -5.0000000  | 7.0000000  |
| 39QUES  | MANAGING CONFLICT/CUR                    | 320 | 7.8093750 | 1.6279031 | 1.0000000   | 10.0000000 |
| 39QUES  | MANAGING CONFLICT/REQ                    | 320 | 9.1937500 | 1.0999964 | 4.0000000   | 10.0000000 |
| 39DELTA | DELTA-MANAGING CONFLICT                  | 319 | 1.3887147 | 1.7855107 | -5.0000000  | 9.0000000  |
| 40QUES  | BUILDING TEAMWORK/CUR                    | 319 | 8.2476489 | 1.4766907 | 3.0000000   | 10.0000000 |
| 40QUES  | BUILDING TEAMWORK/REQ                    | 319 | 9.2821317 | 1.0500197 | 4.0000000   | 10.0000000 |
| 40DELTA | DELTA-BUILDING TEAMWORK                  | 318 | 1.0408805 | 1.5910520 | -5.0000000  | 6.0000000  |
| 41QUES  | DEVLP POS ORGAN CLIMAT/CUR               | 320 | 8.2093750 | 1.4350864 | 2.0000000   | 10.0000000 |
| 41QUES  | DEVLP POS ORGAN CLIMAT/REQ               | 320 | 9.3375000 | 1.0317074 | 3.0000000   | 10.0000000 |
| 41DELTA | DELTA-DEVELOP POSITIVE ORG ENVIRONMENT   | 319 | 1.1316614 | 1.5826002 | -5.0000000  | 7.0000000  |
| 42QUES  | MOTIVATING PEOPLE/CUR                    | 320 | 8.0937500 | 1.4612953 | 4.0000000   | 10.0000000 |
| 42QUES  | MOTIVATING PEOPLE/REQ                    | 320 | 9.2906250 | 1.0740190 | 2.0000000   | 10.0000000 |
| 42DELTA | DELTA-MOTIVATING PEOPLE                  | 319 | 1.2037618 | 1.5739182 | -5.0000000  | 6.0000000  |
| 43QUES  | EMPLY COORD MECHNSM/CUR                  | 320 | 7.4968750 | 1.8245941 | 0           | 10.0000000 |
| 43QUES  | EMPLY COORD MECHNSM/REQ                  | 320 | 8.7281250 | 1.3798220 | 0           | 10.0000000 |
| 43DELTA | DELTA-EMPLOY COORD MECHANISMS            | 319 | 1.2382445 | 1.8187471 | -4.0000000  | 7.0000000  |
| 44QUES  | DEVLP SUBORDINATES/CUR                   | 320 | 8.2125000 | 1.4935074 | 3.0000000   | 10.0000000 |
| 44QUES  | DEVLP SUBORDINATES/REQ                   | 320 | 9.1062500 | 1.2091442 | 2.0000000   | 10.0000000 |
| 44DELTA | DELTA-DEVELOP SUBORDINATES               | 319 | 0.8965517 | 1.5936057 | -4.0000000  | 6.0000000  |
| 45QUES  | UNDRSTND ROLE CO & XO/CUR                | 320 | 7.5593750 | 1.9223743 | 0           | 10.0000000 |
| 45QUES  | UNDRSTND ROLE CO & XO/REQ                | 320 | 8.9625000 | 1.6904211 | 0           | 10.0000000 |
| 45DELTA | DELTA-UNDERSTANDING ROLE OF CO/XO        | 319 | 1.4075235 | 2.3073726 | -10.0000000 | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/CUR              | 319 | 7.6990596 | 1.7168168 | 2.0000000   | 10.0000000 |
| 46QUES  | PROM INNOVT & RISK BHVR/REQ              | 319 | 8.7147335 | 1.4461408 | 2.0000000   | 10.0000000 |
| 46DELTA | DELTA-PROM INNOV. & RISK BEHAVIOR        | 318 | 1.0188679 | 1.7688924 | -5.0000000  | 7.0000000  |
| RGMBEH  | ORGANIZATIONAL BEHAVIOR                  | 321 | 8.0280374 | 1.9354809 | 1.0000000   | 10.0000000 |
| RGAGC   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/C     | 313 | 7.8922866 | 1.2449284 | 4.0000000   | 10.0000000 |
| RGAGR   | AGGREGATE--ORGANIZATIONAL BEHAVIOR/R     | 314 | 8.9961328 | 0.9951476 | 4.4285714   | 10.0000000 |
| RGDELTA | AGGREGATE DELTA--ORGANIZATIONAL BEHAVIOR | 312 | 1.1071429 | 1.3352377 | -3.9285714  | 5.4285714  |

#### MANPOWER MANAGEMENT/HRM ISSUES MEANS AND DELTAS

-----NONCH02=CO-----

| Variable Label | N  | Mean | Std Dev   | Minimum   | Maximum    |            |
|----------------|--|------|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR              | 155  | 6.8064516 | 2.0067962 | 1.0000000  | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ              | 155  | 7.8451613 | 1.9243550 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL             | 155  | 1.0387097 | 2.1528714 | -7.0000000 | 6.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR              | 155  | 8.3161290 | 1.4176752 | 4.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ              | 155  | 8.4903226 | 1.4918294 | 2.0000000  | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL             | 155  | 0.1741935 | 1.6041682 | -8.0000000 | 5.0000000  |
| 49QUES         | EVAL MANPWR STAF NEEDS/CUR               | 154  | 7.7922078 | 1.5993272 | 3.0000000  | 10.0000000 |
| 49QUES         | EVAL MANPWR STAF NEEDS/REQ               | 154  | 8.3441558 | 1.3879965 | 4.0000000  | 10.0000000 |
| 49DELTA        | DELTA-EVAL MANPOWER STAFFING NEEDS       | 154  | 0.5519481 | 1.6008258 | -5.0000000 | 4.0000000  |
| 50QUES         | MANAGE LABOR RELATIONS/CUR               | 153  | 5.6013072 | 2.6836265 | 0          | 10.0000000 |
| 50QUES         | MANAGE LABOR RELATIONS/REQ               | 153  | 6.8562092 | 2.7611456 | 0          | 10.0000000 |
| 50DELTA        | DELTA-MANAGE LABOR RELATIONS             | 153  | 1.2549020 | 2.7084891 | -7.0000000 | 9.0000000  |
| 51QUES         | MANG MULTI-CULT DIVRSTY/CUR              | 155  | 7.7741935 | 1.6885727 | 2.0000000  | 10.0000000 |
| 51QUES         | MANG MULTI-CULT DIVRSTY/REQ              | 155  | 8.1225806 | 1.8633007 | 1.0000000  | 10.0000000 |
| 51DELTA        | DELTA-MANAGE MULTI-CULT DIVERSITY        | 155  | 0.3483871 | 1.6810384 | -6.0000000 | 4.0000000  |
| 52QUES         | PROM ETHICL PRAC IN OPS/CUR              | 154  | 8.7077922 | 1.3999315 | 4.0000000  | 10.0000000 |
| 52QUES         | PROM ETHICL PRAC IN OPS/REQ              | 154  | 9.0519481 | 1.4178701 | 2.0000000  | 10.0000000 |
| 52DELTA        | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 155  | 0.5354839 | 0.5003560 | 0          | 1.0000000  |
| ANPOWER        | MANPOWER/HUMAN RES MGMT                  | 155  | 8.1806452 | 1.5645047 | 2.0000000  | 10.0000000 |
| ANAGC          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 152  | 7.4890351 | 1.3791348 | 3.5000000  | 10.0000000 |
| ANAGR          | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 152  | 8.1184211 | 1.4244051 | 2.6666667  | 10.0000000 |
| ANDELTA        | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 152  | 0.6293860 | 1.4056280 | -5.0000000 | 3.6666667  |

-----NONCH02=NO-----

| Variable Label | N                            | Mean | Std Dev   | Minimum   | Maximum    |            |
|----------------|------------------------------|------|-----------|-----------|------------|------------|
| 47QUES         | MNG CIV PER BY REG PROC/CUR  | 320  | 6.3250000 | 2.3018324 | 0          | 10.0000000 |
| 47QUES         | MNG CIV PER BY REG PROC/REQ  | 320  | 8.2562500 | 1.8323012 | 0          | 10.0000000 |
| 47DELTA        | DELTA-MANAGING CIV PERSONNEL | 319  | 1.9435737 | 2.4820008 | -8.0000000 | 9.0000000  |
| 48QUES         | MNG MIL PER BY REG PROC/CUR  | 320  | 7.7750000 | 1.6205963 | 3.0000000  | 10.0000000 |
| 48QUES         | MNG MIL PER BY REG PROC/REQ  | 320  | 8.6937500 | 1.4749608 | 0          | 10.0000000 |
| 48DELTA        | DELTA-MANAGING MIL PERSONNEL | 319  | 0.9216301 | 1.7582159 | -8.0000000 | 7.0000000  |

|         |  |     |           |           |            |            |
|---------|--|-----|-----------|-----------|------------|------------|
| 49QUES  | EVAL MANPWR STAF NEEDS/CUR               | 319 | 7.0940439 | 1.9819775 | 0          | 10.0000000 |
| 49QUES  | EVAL MANPWR STAF NEEDS/REQ               | 319 | 8.5454545 | 1.4548670 | 0          | 10.0000000 |
| 49DELTA | DELTA-EVAL MANPOWER STAFFING NEEDS       | 318 | 1.4559748 | 2.0856152 | -8.0000000 | 7.0000000  |
| 50QUES  | MANAGE LABOR RELATIONS/CUR               | 320 | 4.8718750 | 2.6343207 | 0          | 10.0000000 |
| 50QUES  | MANAGE LABOR RELATIONS/REQ               | 320 | 7.2781250 | 2.4573139 | 0          | 10.0000000 |
| 50DELTA | DELTA-MANAGE LABOR RELATIONS             | 319 | 2.4294671 | 2.9418703 | -7.0000000 | 10.0000000 |
| 51QUES  | MANG MULTI-CULT DIVRSTY/CUR              | 320 | 7.2125000 | 1.9423913 | 2.0000000  | 10.0000000 |
| 51QUES  | MANG MULTI-CULT DIVRSTY/REQ              | 320 | 8.0500000 | 2.0118770 | 0          | 10.0000000 |
| 51DELTA | DELTA-MANAGE MULTI-CULT DIVERSITY        | 319 | 0.8432602 | 2.1442940 | -9.0000000 | 7.0000000  |
| 52QUES  | PROM ETHICL PRAC IN OPS/CUR              | 320 | 8.2000000 | 1.5325108 | 3.0000000  | 10.0000000 |
| 52QUES  | PROM ETHICL PRAC IN OPS/REQ              | 320 | 8.9937500 | 1.5353391 | 0          | 10.0000000 |
| 52DELTA | DELTA-PROMOTE ETHICAL PRAC IN OPS        | 321 | 0.4267913 | 0.4953837 | 0          | 1.0000000  |
| ANPOWER | MANPOWER/HUMAN RES MGMT                  | 321 | 8.1775701 | 1.6778695 | 2.0000000  | 10.0000000 |
| ANAGC   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/C    | 319 | 6.9127482 | 1.5832802 | 2.0000000  | 10.0000000 |
| ANAGR   | AGGREGATE--MANPOWER MGMT/HRM ISSUES/R    | 319 | 8.3040752 | 1.4456183 | 1.0000000  | 10.0000000 |
| ANDELTA | AGGREGATE DELTA-- MANPOWER MGMT/HRM ISSU | 318 | 1.3998952 | 1.7154348 | -7.6666667 | 6.1666667  |

#### COMMUNICATIONS ISSUES MEANS AND DELTAS

-----NONCH02=CO-----

| Variable | Label                                | N   | Mean      | Std Dev    | Minimum    | Maximum    |
|----------|--------------------------------------|-----|-----------|------------|------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR              | 155 | 8.6774194 | 1.2960196  | 4.0000000  | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ              | 155 | 9.2129032 | 1.0689666  | 5.0000000  | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY            | 155 | 0.5354839 | 1.3449155  | -5.0000000 | 4.0000000  |
| CS4QUES  | POS & NEG FEEDBACK/CUR               | 155 | 8.4774194 | 1.1916129  | 4.0000000  | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ               | 155 | 9.2516129 | 1.0665733  | 5.0000000  | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK             | 155 | 0.7741935 | 1.2036114  | -5.0000000 | 4.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR              | 155 | 8.2838710 | 1.3228994  | 3.0000000  | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ              | 155 | 9.0645161 | 1.2309716  | 4.0000000  | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION     | 155 | 0.7806452 | 1.5343300  | -4.0000000 | 7.0000000  |
| CS6QUES  | LISTENING EFFECTIVELY/CUR            | 155 | 8.5741935 | 1.3238491  | 5.0000000  | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ            | 155 | 9.3741935 | 0.9679835  | 6.0000000  | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY          | 155 | 0.8000000 | 1.3551250  | -2.0000000 | 5.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR           | 155 | 8.1032258 | 1.4866252  | 0          | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ           | 155 | 8.9419355 | 1.1466422  | 5.0000000  | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT  | 155 | 0.8387097 | 1.46115588 | -3.0000000 | 5.0000000  |
| CS8QUES  | REP ORGN TO EXTRNL GRP/CUR           | 155 | 8.2258065 | 1.6017376  | 0          | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 155 | 8.7032258 | 1.7364473  | 0          | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 155 | 0.4774194 | 1.4475034  | -6.0000000 | 5.0000000  |
| CS9QUES  | CLIMATE OF OPEN COMM/CUR             | 155 | 8.9483871 | 1.1327105  | 6.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 155 | 9.3419355 | 1.0028447  | 5.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 155 | 0.3935484 | 1.0224542  | -6.0000000 | 3.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 155 | 8.3290323 | 1.3441053  | 4.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 155 | 9.1032258 | 1.0701025  | 4.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 155 | 0.7741935 | 1.2819850  | -4.0000000 | 4.0000000  |
| COMM     | COMMUNICATION                        | 155 | 9.0516129 | 1.6584829  | 1.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 155 | 8.4524194 | 0.9661762  | 5.2500000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 155 | 9.1241935 | 0.9232408  | 5.2500000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 155 | 0.6717742 | 0.9736951  | -3.7500000 | 3.7500000  |

-----NONCH02=NO-----

| Variable | Label                               | N   | Mean      | Std Dev   | Minimum     | Maximum    |
|----------|-------------------------------------|-----|-----------|-----------|-------------|------------|
| C53QUES  | WRITING EFFECTIVELY/CUR             | 320 | 8.3625000 | 1.3272523 | 3.0000000   | 10.0000000 |
| R53QUES  | WRITING EFFECTIVELY/REQ             | 320 | 9.2343750 | 0.9880507 | 5.0000000   | 10.0000000 |
| Q53DELTA | DELTA-WRITING EFFECTIVELY           | 319 | 0.8746082 | 1.3951672 | -4.0000000  | 7.0000000  |
| CS4QUES  | POS & NEG FEEDBACK/CUR              | 320 | 8.0750000 | 1.4602357 | 3.0000000   | 10.0000000 |
| R54QUES  | POS & NEG FEEDBACK/REQ              | 320 | 9.1406250 | 1.1066511 | 0           | 10.0000000 |
| Q54DELTA | DELTA-POS & NEG FEEDBACK            | 319 | 1.0689655 | 1.6468788 | -10.0000000 | 7.0000000  |
| C55QUES  | DELVR EFF ORAL PRES/CUR             | 320 | 7.9343750 | 1.5512376 | 3.0000000   | 10.0000000 |
| R55QUES  | DELVR EFF ORAL PRES/REQ             | 320 | 9.0843750 | 1.0120309 | 5.0000000   | 10.0000000 |
| Q55DELTA | DELTA-DELV EFF ORAL PRESENTATION    | 319 | 1.1536050 | 1.6401731 | -2.0000000  | 7.0000000  |
| CS6QUES  | LISTENING EFFECTIVELY/CUR           | 320 | 8.1437500 | 1.5530206 | 1.0000000   | 10.0000000 |
| R56QUES  | LISTENING EFFECTIVELY/REQ           | 320 | 9.3468750 | 0.9476863 | 3.0000000   | 10.0000000 |
| Q56DELTA | DELTA-LISTENING EFFECTIVELY         | 319 | 1.2068966 | 1.6770227 | -4.0000000  | 9.0000000  |
| C57QUES  | BLD WORK & SUPRT RELTN/CUR          | 319 | 7.3918495 | 1.9554944 | 0           | 10.0000000 |
| R57QUES  | BLD WORK & SUPRT RELTN/REQ          | 319 | 8.7660815 | 1.4257654 | 0           | 10.0000000 |
| Q57DELTA | DELTA-BUILD WORKING & SUPPORT RELAT | 318 | 1.3584906 | 1.9514066 | -4.0000000  | 9.0000000  |

|          |                                      |     |           |           |            |            |
|----------|--------------------------------------|-----|-----------|-----------|------------|------------|
| C58QUES  | REP ORGN TO EXTRNL GRP/CUR           | 320 | 7.4437500 | 1.9976377 | 1.0000000  | 10.0000000 |
| R58QUES  | REP ORGN TO EXTRNL GRP/REQ           | 320 | 8.5531250 | 1.5527273 | 0          | 10.0000000 |
| Q58DELTA | DELTA-REPRESENT ORG TO EXTERNAL GRPS | 319 | 1.1128527 | 1.9049235 | -4.0000000 | 8.0000000  |
| C59QUES  | CLIMATE OF OPEN COMM/CUR             | 320 | 8.4218750 | 1.3530957 | 3.0000000  | 10.0000000 |
| R59QUES  | CLIMATE OF OPEN COMM/REQ             | 320 | 9.2406250 | 0.9801668 | 5.0000000  | 10.0000000 |
| Q59DELTA | DELTA-CLIMATE OF OPEN COMMUNICATIONS | 319 | 0.8213166 | 1.2895505 | -2.0000000 | 5.0000000  |
| C60QUES  | CONDUCT MEETINGS EFF/CUR             | 319 | 7.9686520 | 1.4403076 | 4.0000000  | 10.0000000 |
| R60QUES  | CONDUCT MEETINGS EFF/REQ             | 320 | 9.0281250 | 1.1674086 | 2.0000000  | 10.0000000 |
| Q60DELTA | DELTA-CONDUCT MEETINGS EFFECTIVELY   | 318 | 1.0628931 | 1.5793843 | -7.0000000 | 6.0000000  |
| COMM     | COMMUNICATION                        | 321 | 8.6884735 | 1.8547636 | 1.0000000  | 10.0000000 |
| COMAGC   | AGGREGATE--COMMUNICATIONS/C          | 318 | 7.9728774 | 1.1914528 | 4.7500000  | 10.0000000 |
| COMAGR   | AGGREGATE--COMMUNICATIONS/R          | 319 | 9.0474138 | 0.8780580 | 5.6250000  | 10.0000000 |
| CONDELTA | AGGREGATE DELTA--COMMUNICATIONS      | 317 | 1.0764984 | 1.2259005 | -2.0000000 | 5.0000000  |

## **APPENDIX J**

### **MEDICAL SERVICE CORPS SUBSPECIALTY DISTRIBUTIONS**

#### **1. Health Care Administration:**

0031 Financial Management  
0032 Material/Logistics Management  
0033 Manpower Personnel and Training Analysis  
0037 ETMS  
0042 Operations Research  
0095 Computer Technology  
1800 Health Care Administration  
1801 Patient Administration  
1802 Medical Logistics  
1803 Medical Data Systems  
1804 Medical Construction Liaison Officer  
1805 Plans, Operations, Medical Intelligence

#### **2. Health Care and Science Specialties**

1810/11 Biochemistry  
1815-21 Microbiology  
1825/28 Radiation Health  
1835 Physiology  
1836 Aerospace Physiology  
1840-43 Clinical Psychology  
1844 Aerospace Experimental Psychology  
1845 Research Psychology  
1850 Entomology  
1860 Environmental Health  
1861 Industrial Hygiene  
1862 Audiology  
1865 Medical Technology  
1870 Social Work  
1873 Physical Therapy  
1874 Occupational Therapy  
1876/77 Dietetics Clinical/Administrative  
1880 Optometry  
1887/88 Pharmacy  
1892 Podiatry  
1893 Physicians Assistant

## APPENDIX K

### t-TESTS FOR SIGNIFICANCE BETWEEN AGGREGATE MEANS

| Management Activity Groups        | Significance Between Deltas |        | t<br>(df)         | Also Significant at 0.05 |   |
|-----------------------------------|-----------------------------|--------|-------------------|--------------------------|---|
|                                   | C                           | R      |                   | C                        | R |
| Financial Management              | NC                          | NC     | -2.2738<br>(199)  |                          |   |
|                                   | NC                          | DC     | -2.9469<br>(140)  |                          | * |
|                                   | NC                          | MSCAH  | -2.5728<br>(77)   |                          | * |
|                                   | NC                          | MSCHCA | -7.5502<br>(84.4) | *                        |   |
|                                   | NC                          | MSCHCA | 6.3255<br>(242)   | *                        |   |
|                                   | DC                          | MSCHCA | 5.1241<br>(183)   | *                        | * |
|                                   | MSCAH                       | MSCHCA | 3.0305<br>(120)   | *                        | * |
| Program, Planning & Evaluation    | MSCHCA                      | NC     | 5.2532<br>(234)   | *                        |   |
|                                   | MSCHCA                      | DC     | 4.1109<br>(175)   | *                        | * |
|                                   | MSCHCA                      | MSCAH  | 2.1718<br>(37)    | *                        |   |
|                                   | MSCHCA                      | NC     | -5.8041<br>(140)  | *                        | * |
| Decision Making & Problem Solving | MSCHCA                      | NC     | 4.1375<br>(240)   | *                        |   |
|                                   | MSCHCA                      | DC     | 4.2572<br>(162)   | *                        | * |
|                                   | MSCHCA                      | NC     | -6.1215<br>(81)   | *                        | * |
|                                   | MSCAH                       | NC     | -2.4811<br>(76)   |                          | * |
|                                   | NC                          | NC     | 0.0005<br>(192)   |                          | * |
| Legal Issues                      | NC                          | MSCAH  | -2.2181<br>(76)   |                          |   |
|                                   | NC                          | DC     | -2.6242<br>(145)  |                          | * |

|                                      |                             |        |               | Also Significant @ 0.05 |   |
|--------------------------------------|-----------------------------|--------|---------------|-------------------------|---|
| Management Activity Groups           | Significance Between Deltas |        | t (df)        | C                       | R |
|                                      | NC                          | MSCHCA | -4.8312 (78)  | *                       | * |
|                                      | NC                          | NSCHCA | 4.0141 (239)  | *                       |   |
|                                      | DC                          | NSCHCA | 3.2581 (188)  | *                       |   |
|                                      | MSCAH                       | NSCHCA | 3.1743 (65)   |                         |   |
| Operations Management Issues         | NC                          | NC     | -1.9943 (200) | *                       |   |
|                                      | NC                          | MSCAH  | -3.1318 (73)  | *                       |   |
|                                      | NC                          | NSCHCA | -6.0570 (79)  | *                       |   |
|                                      | NC                          | NSCHCA | 5.7457 (235)  | *                       |   |
|                                      | DC                          | NSCHCA | 5.0095 (187)  | *                       |   |
|                                      | MSCAH                       | NSCHCA | 2.3265 (120)  |                         |   |
| Organizational Development           | NC                          | MSCHCA | 3.1936 (206)  | *                       |   |
|                                      | NC                          | NSCHCA | -3.4522 (137) |                         | * |
| Manpower & Human Resource Management | NC                          | MSCHCA | 5.7788 (243)  | *                       |   |
|                                      | DC                          | MSCHCA | 4.4883 (186)  | *                       |   |
|                                      | MSCAH                       | MSCHCA | 2.2092 (119)  | *                       |   |
|                                      | NC                          | MSCHCA | -4.0937 (140) |                         | * |
| Communications                       | NC                          | MSCHCA | 2.0200 (242)  | *                       |   |
|                                      | DC                          | MSCHCA | 2.1043        | *                       | * |
|                                      | NC                          | MSCHCA | 2.1353 (140)  | *                       | * |

| RANK                       |                            |      | Also Significant @ 0.05 Level |   |   |
|----------------------------|----------------------------|------|-------------------------------|---|---|
| Management Activity Groups | Significant Between Deltas |      | Significant t (df)            | C | R |
| Financial Management       | ADM                        | LCDR | 0.0336 (51)                   | * | * |
| Legal                      | ADM                        | CAPT | 0.0041 (13.2)                 | * | * |
|                            | ADM                        | CDR  | 0.0007 (25)                   | * | * |
|                            | ADM                        | LCDR | 0.0002 (41.2)                 | * |   |
| Operations Management      | ADM                        | LCDR | 0.0133 (31.5)                 | * | * |
| Organizational Behavior    | ADM                        | LCDR | 0.0364 (49)                   | * | * |

| ORGANIZATIONAL POSITION            |                            |       | Also Significant @ 0.05 Level |   |   |
|------------------------------------|----------------------------|-------|-------------------------------|---|---|
| Management Activity Groups         | Significant Between Deltas |       | Significant t (df)            | C | R |
| Financial Management               | CO                         | DIR   | 0.0009 (234)                  | * |   |
|                                    | CO                         | DH    | 0.0090 (135)                  |   |   |
|                                    | CO                         | OTHER | 0.0259 (166.6)                | * | * |
| Programming, Planning & Evaluation | CO                         | DH    | 0.0094 (136)                  | * |   |
| Decision Making                    | CO                         | DH    | 0.0187 (138)                  |   |   |
| Legal Issues                       | CO                         | XO    | 0.0281 (166)                  |   |   |
|                                    | CO                         | DIR   | 0.0032 (235.6)                | * |   |
|                                    | CO                         | DH    | 0.0004 (66.6)                 | * |   |
| Operations Management              | CO                         | DIR   | 0.0003 (235.6)                | * |   |
|                                    | CO                         | DH    | 0.0010 (68.6)                 | * |   |
|                                    | CO                         | OTHER | 0.0464 (153.4)                | * |   |

| ORGANIZATIONAL POSITION<br>CO/XO & CO |                            |           |                       | Also Significant @ 0.05<br>Level |   |
|---------------------------------------|----------------------------|-----------|-----------------------|----------------------------------|---|
| Management Activity<br>Groups         | Significant Between Deltas |           | Significant t<br>(df) | C                                | R |
| Financial Management                  | CO/XO                      | NON CO/XO | 0.0000<br>(462)       | *                                |   |
|                                       | CO                         | NON CO    | 0.0001<br>(352)       | *                                |   |
| Programming, Planning &<br>Evaluation | CO/XO                      | NON CO/XO | 0.0001<br>(467)       | *                                |   |
|                                       | CO                         | NON CO    | 0.0001<br>(341)       | *                                |   |
| Decision Making                       | CO/XO                      | NON CO/XO | 0.0003<br>(465)       | *                                |   |
|                                       | CO                         | NON CO    | 0.0001<br>(361)       | *                                | * |
| Legal Issues                          | CO/XO                      | NON CO/XO | 0.0001<br>(469)       | *                                |   |
|                                       | CO                         | NON CO    | 0.0001<br>(347)       | *                                |   |
| Operations Management                 | CO/XO                      | NON CO/XO | 0.0001<br>(454)       | *                                |   |
|                                       | CO                         | NON CO    | 0.0001<br>(377)       | *                                |   |
| Organizational Behavior               | CO/XO                      | NON CO/XO | 0.0003<br>(460)       | *                                |   |
|                                       | CO                         | NON CO    | 0.0001<br>(388)       | *                                |   |
| Manpower                              | CO/XO                      | NON CO/XO | 0.0001<br>(468)       | *                                |   |
|                                       | CO                         | NON CO    | 0.0001<br>(357)       | *                                |   |
| Communications                        | CO                         | NON CO    | 0.0001<br>(375)       | *                                |   |

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